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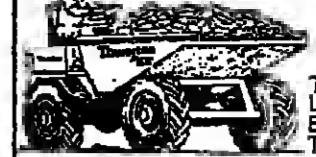
# FINANCIAL TIMES

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## NEWS SUMMARY

### GENERAL

**Plea for U.S. to leave El Salvador**

Clarence Long, chairman of the House of Representatives foreign appropriations subcommittee, said the US should "pull right out" of El Salvador and stop "pouring money into a bottomless pit". He also said the Mexican Government was much less worried about a communist threat on its southern borders than the US Administration and that the Nicaraguan Government, accused by the US of supporting Salvadorean insurgents, had offered to cooperate in stopping the flow of arms to El Salvador.

### BR row increases

The row between British Rail and the Government over last week's settlement of the train drivers' dispute intensified yesterday as both sides refused to accept responsibility for the outcome. Back Page

**Israel budget cuts**

The Israeli Cabinet approved draft 1982-83 budget cuts in education, welfare and subsidies, aimed at curbing inflation.

### Kampuchea plan

Former Kampuchean head of state Prince Sihanouk has agreed to form a united front with Khmer Rouge guerrillas to fight the Vietnamese. Page 2

### Rebels kill 400

Eritrean guerrillas killed 400 Ethiopian troops and downed a warplane in a four-pronged offensive, the Eritrean People's Liberation Front claimed.

### Director free

Andrzej Wajda, the internationally acclaimed Polish film director feared by some to have been interned under martial law, arrived in Paris from Warsaw.

### N-alert lifted

U.S. officials lifted an emergency declaration at Three Mile Island nuclear power plant, Pennsylvania, after failing to find combustible gases detected earlier.

### Carrington query

Labour MP Ron Brown has tabled a Commons question asking the Prime Minister how she is to respond to U.S. Secretary of State Alexander Haig's alleged description of Lord Carrington as "a duplicitous bastard."

### Kincora inquiry

Sussex Chief Constable Sir George Terry is to head investigation into the Royal Ulster Constabulary's handling of Belfast's Kincora sex scandal. Page 4

### Libyan spy case

A Libyan court in Tripoli sentenced a French woman and her two sons to life imprisonment on charges of spying for the U.S. and Israel.

### Abortion backed

A Portuguese opinion poll showed 71 per cent in favour of legalisation of abortion, which a Communist Bill is seeking.

### Headache solved

Elizabeth Crossland, 70, who suffered headaches for 60 years has discovered that they had been caused by a small button lodged in her nostril.

### Briefly ...

Bomb blast at Nicaragua's international airport killed three. Many died and farms and houses destroyed in flash floods in Saudi Arabia. Three farmworkers overcome by fumes, drowned in a liquid manure tank near Quebec.

### BUSINESS

**Changes in setting directors' pay urged**

COMPANY DIRECTORS should not fix their own pay and terms of service, called for a new code of practice, published by the Institute of Directors. It proposes a remuneration committee of non-executive directors.

• BRITISH AIRWAYS is expected to lose at least £200m in the financial year to the end of March but expects to break even or make a small profit in 1982/83. Back Page

• FALLING OIL prices are forcing delays in investment projects costing billions of pounds, oil companies say. Back Page

• French interest rates showed an upward trend in the latter part of last week, after Paris call moneys had touched the lowest level since May on Tuesday. Guider rates were generally steady, with the French and Dutch currencies again finishing close together at the top of the European Monetary System. The franc was slightly the stronger of the two, but there was little to choose between the third-placed lira and the sixth-placed D-mark. The Irish punt ended slightly firmer ahead of the general election result, while the Belgian franc was virtually unchanged at the bottom of the system.

• Mr de Clercq resisted, although he was thought likely to

## EMS under strain as Belgium and Denmark seek to devalue

BY JOHN WYLES IN BRUSSELS

A BELGIAN attempt to devalue its franc by 12 per cent was blocked last night by its partners in the European Monetary System. They complained that they were being asked to agree to a move which would undermine their competitiveness.

Other EMS members were taken aback by the ambitious scale of the Belgian proposal and by the fact that it had induced Denmark to lodge a request for a 7 per cent devaluation of the krone.

The Danish move was considered opportunistic by most EEC Finance Ministers who had flown here for yesterday's special meeting, and not justified by any undue strains on the currency within the EMS.

The Belgian franc, however, has bumped along at its lowest permitted level within the exchange rate system for long periods over the past three years.

As the ministerial negotiations ran well on into the evening, Mr Willy de Clercq, the Belgian Finance Minister, was reportedly under strong pressure to settle for a devaluation of around 3 per cent.

Mr de Clercq resisted, although he was thought likely to

settle for a 10 per cent shift. Denmark was offered a compromise 3 per cent. Earlier, West Germany argued for 3 to 4 per cent drop for the Belgian franc. France and Italy suggested 6 per cent, and the Netherlands 8 per cent. Views on the Danish krone ranged from all to 6 per cent devaluation.

The Belgian Minister did not

impact of devaluation on prices and incomes.

Reactions of other members States yesterday indicated that they were shocked not only by the abandonment of Belgium's long-standing reluctance to devalue, but also by its adoption of a strategy using heavy devaluation to induce an export-led recovery.

The implications for the trade

would amount to a 22.5 per cent drop against the DM, he observed.

The Belgian move could also

spell the demise of the 61-year-old monetary union between Belgium and Luxembourg. The Luxembourg Minister of Finance stood firm against any parallel devaluation of his currency with Belgium's.

Unlike the four previous EMS

realignment negotiations, which have tended to concentrate on establishing the right parities to stabilise the system, Ministers were last night focusing as closely on the impact on the Belgian economy of a double-digit devaluation.

Several delegations made no secret of their belief that devaluation could intensify Belgium's 8 per cent inflation rate, despite attempts to trim the wage-price index.

This is largely because the Belgian economy is so sensitive to import prices since imports represent 25 per cent of the gross national product. Also, the Belgian Government made it clear that it wants a parallel devaluation of its "green currency" which translates EEC farm prices into Belgian francs. The effect of this would be to increase food prices

independent parties won four.

In spite of the lack of a clear

minority government—bearing in mind what happened to Dr FitzGerald—such a party would drive a hard bargain with any one section seeking its support. The party wants indirect taxes reduced to pre-Budget levels,

Such demands are worrying

some politicians and economists

already. A continued pro-

gramme of spending cuts and

tax increases will be needed to

reduce the country's deficit.

By BRENDAN KEENAN, DUBLIN CORRESPONDENT

## Haughey likely to be elected Irish premier

BY BRENDAN KEENAN, DUBLIN CORRESPONDENT

MR CHARLES HAUGHEY is favourite to be elected Prime Minister when the Irish Parliament meets on March 9. His prospects of forming a stable government which will last, however, look decidedly shaky.

The final results of the

General Election give Mr

Haughey's Fianna Fail 81 seats

and the parties which formed

the previous coalition Govern-

ment under Dr Garret Fitz-

Gerald, 78. The left-wing Sinn

Fein Workers Party (SFWP)

won three seats and inde-

pendent parties won four.

In spite of the lack of a clear

minority government—bearing

in mind what happened to Dr

FitzGerald—such a party would

drive a hard bargain with any

one section seeking its support.

The fear is that another

minority government—bearing

in mind what happened to Dr

FitzGerald—would not be willing

to carry out necessary

measures.

Margaret van Hattem writes:

The British Government, while adopting a studiously neutral stance in the election campaign, will be sorry to see Dr FitzGerald go. He is seen in Whitehall as being more sympathetic than Mr Haughey to current moves towards a political settlement in Northern Ireland.

Although it was Mr Haughey who initiated the Anglo-Irish talks which led to the creation of the Anglo-Irish Council, he is regarded as far more interested in strengthening London-Dublin relations than in any settlement in a purely Northern Ireland context.

Dr FitzGerald, however, has

won support from Ulster

Protestants through his

willingness to take a long-term

view, seeking genuine reconcili-

ation between Catholics and

Protestants and accepting the

principle of an internal settle-

ment, at least for the time

being.

This strengthens the anti-

coalition argument within

Labour that the party gains

nothing by joining the coalition.

It is possible Labour could vote

for its own candidate for Prime

Minister, thus putting paid to

any hope of a new administra-

tion led by Dr FitzGerald.

The British Government's

most pressing problem at this

stage is in enlisting the support

of Ulster's Catholics for its

devolution plans. In this it

had looked forward to support

from Dublin.

Whether Dr FitzGerald might

have urged Northern Catholics

to go along with Mr James

Prior's plans for an elected

assembly, as the British

Government clearly hoped, he

would probably have been

helpful in stressing the impor-

tance of the Anglo-Irish Council

in underwriting the Irish

dimension of the proposed

settlement.

Mr Haughey, by contrast, is

likely to reinforce Catholic

suspicions that until a parlia-

mentary tier is added to the

existing arrangements the

council is of little significance.

Editorial Comment, Page 12

## Deadline postponement raises hopes at Times

BY IVO DAWNAY, LABOUR STAFF

HOPES OF averting the closure of *The Times* and Sunday *Times*—threatened for today—rose last night when Mr Rupert Murdoch, *Times* Newspapers' proprietor, agreed to put back for 24 hours the deadline set for agreement on the company's redundancy plans.

After eight hours of talks, Mr Murdoch and the five print union general secretaries stated that progress had been made in some areas during the talks on the future of the two newspapers.

The joint statement went on: "In view of this, Mr Murdoch has agreed to a request by the union leaders for an extension of 24 hours, for discussions to be brought to a conclusion in all major areas of contention."

If the talks were successful, a further 24 hours would be given for the resolution of any inter-union matters that might arise, the statement ended.

Making the announcement, Mr Murdoch added that negotiations were in a "very delicate condition," but, due to a statement on Saturday, he re-

peated his warning that the general secretary, he had agreed to attend the deadline.

## OVERSEAS NEWS

## Reagan refuses \$65m guaranteed loan to Romania

BY ANATOLE KALETSKY IN WASHINGTON

PRESIDENT REAGAN will block a \$65m government-guaranteed loan to Romania because of doubts about the country's credit-worthiness and embarrassment over the recent decision to make good unpaid interest on loans to Poland guaranteed by the Commodity Credit Corporation.

Administration officials, quoted over the weekend, said the loan to Romania was strongly supported by the State and Agriculture Departments.

But the President reportedly has taken the advice of the Treasury and the Office of Management and Budget, which claimed Romania would be unable to repay.

The Bucharest Government is negotiating with Western bankers in the hope of rescheduling about \$1bn of debt on which it is already in arrears of which \$65m loans would have financed exports of corn and soybean meal.

### Caribbean package likely to be unveiled tomorrow

BY HUGH O'SHAUGHNESSY, LATIN AMERICA CORRESPONDENT

DETAILS of the Caribbean Basin Initiative—an ambitious package of business incentives and aid appropriations designed to bolster the flagging economies of Central America and the Caribbean—are expected to be announced by President Ronald Reagan to the Organisation of American States in Washington tomorrow.

The most novel and politically touchy part of the plan would be to give preferential access to the U.S. market to countries of the region. To this would be added an extension of the political risk insurance offered by the Government-backed Overseas Private Investment Corporation.

New bilateral tax and investment treaties, incentives for conventions held in the region by U.S. concerns, and an additional \$300m-\$350m in direct aid to the governments of the area, are envisaged.

Administration officials say the ambitiousness of the Caribbean package, introduced at a time when President Reagan is in budget difficulties, is a measure of the extreme urgency with which developments in Central America and the Caribbean are being viewed by the White House.

President Reagan's statement is also expected to con-

## Sihanouk to link with Khmer Rouge

PEKING—Prince Norodom Sihanouk, former Kampuchean head of State, said yesterday he had agreed to form a coalition with the Peking-backed Khmer Rouge.

The arrangement would be based on Khmer Rouge institutions without submitting to their ideology, he added.

After an 80-minute meeting with Khieu Samphan, the Khmer Rouge leader, Prince Sihanouk said he and Khieu hoped that Son Sann, the former Prime Minister, would soon join them for talks on entering the proposed coalition.

"If a tripartite coalition Government can be formed one day, we must make clear that the status of our Government is in the legal framework of Democratic Kampuchea (the Khmer Rouge) which is still a full member of the United Nations," the prince declared.

"The three parties—Khmer Rouge, Sihanouk, and Son Sann—will enjoy their autonomy as parties, with their own ideology and own way of thinking.

"But if we form a tripartite Government, we must have some common rules in order to co-operate."

Khieu, who arrived in Peking on Saturday, said he hoped Son Sann would come to the Chinese capital for talks soon.

Prince Sihanouk said his talks with Khieu Samphan had gone "very well." The two former enemies hugged each other when they met and parted.

Before yesterday's talks, the prince had reiterated his support for free elections in Kampuchea under UN auspices and said both the Khmer Rouge, whom he has accused of mass murder, and representatives of the Han-backed Heng Samrin Government in Phnom Penh, should be allowed to field candidates.

He had no choice but to join a coalition with the Khmer Rouge, even though "I do not approve of the cruel and non-democratic policy of Democratic Kampuchea," he added.

"I do not want a military solution but a political solution."

But in order to get a political solution with Vietnam and the Soviet Union, we must fight first."

China's top political figure, Deng Xiaoping, 77, will resign as vice-chairman of the Communist Party at the 12th Party Congress this year, to make way for younger leaders, Chinese officials said yesterday.

The Puerto Ricans point to the fact that because of U.S. legislation, their labour, power and transport costs are all higher than those of their neighbours and that they stand to suffer acutely if Washington allows their Caribbean neighbours to undercut them further.

Reuters

Manufacturers and trade union leaders in the U.S. have already expressed their dismay at the prospect of the U.S. market for central American and Caribbean commodities and manufactured goods.

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## WORLD TRADE NEWS

# Gabon seeks aid to host 1983 Unctad talks

BY MARK WEBSTER

THE WEST African state of Gabon is anxiously seeking western financial support to enable it to host next year's UN Conference on Trade and Development meeting in Libreville.

Gabon, which depends heavily on oil exports for its revenues, is only just emerging from its most serious financial crisis since independence because of overspending on the 1977 Organisation of African Unity summit in its capital.

Three Gabonese ministers were in London at the weekend in a continuing effort to elicit support from Western governments after unofficial estimates put the cost of hosting the conference at more than \$100m.

Despite the fact that Gabon's export receipts reached CPA 477ba (\$255m) last year, a rise of 15.4 per cent on the previous year—Gabon still has serious debt servicing problems because of its heavy borrowing for the OAU summit.

Mr Jean-Pierre Lemourne Lepandou, the Finance Minister is known to be one of the strongest opponents of further substantial expenditure on a prestige event such as the Unctad conference given the parlous state of the country's finances.

Although Gabon already has most of the infrastructure necessary for such large gathering

## Pertamina £1.2bn deal for German, U.S. groups

By Richard Cowper in Jakarta

THYSSEN Rheinstahl GmbH, of West Germany and Pertamina, the Indonesian state oil company, have signed a contract for the construction of a \$1.2bn aromatics petrochemical complex to be built in the south Sumatran town of Pekanbaru.

Yesterday's contract brings the total value of contracts awarded by Pertamina in the last eight months to \$7.5bn.

Work will start on the plant later this year. The general contractor will be Thyssen and Pertamina Kellogg will provide the engineering.

Gen Judo Simbano, Pertamina's president director, said the aromatics plant

would be on stream by 1986 and would make Indonesia self-sufficient in polyester. Some 40 per cent of the plant's production is expected to be used domestically while 60 per cent is likely to be exported to Japan, the U.S. and Korea.

Indonesia's series of contracts are aimed at doubling the country's oil refining capacity by 1983, double its output of zinc by 1984, and lay the basis for an indigenous chemicals industry.

## Five companies in Saudi refinery deal

JEDDAH—Five companies have won contracts to build a \$1.4bn refinery in Jubail, a joint venture between General Petroleum and Mineral Organisation (Petromin) of Saudi Arabia and the Royal Dutch/Shell group, Petromin officials said.

The contractors are Chiyoda, Petronas Saudi Arabia, Technip Saudi Arabia, Parsons International of the U.S., Chiyoda Chemical of Japan, and Technip of France. The 250,000 barrels-per-day export refinery is to be completed in 1984.

## High costs hit Australian coal exports

By Patricia Newby in Canberra

A WARNING by Britain's Central Electricity Generating Board (CEGB) that New South Wales is in danger of pricing itself out of the British and Western European steam coal markets is causing consternation in Australia.

The warning, contained in a letter earlier this month from the CEGB to the New South Wales Agent-General's office in London, follows similar warnings from Japan, Australia's biggest coal customer, and recent substantial purchases of U.S. coal by Japanese utilities.

The cost of New South Wales coal is expected to rise because of an A\$6.5 a week wage rise granted to miners after a three-week strike and the 25 per cent increase in rail freight charges imposed by the state government. The Federal Government's imposition in last August's budget of an A\$1 a tonne levy on coal exports is also not helping competitiveness.

The British board's letter will strengthen the hand of the private coal companies in New South Wales which have so far refused to pay the new freight charges. The coal mine owners will meet State Premier Mr Neville Wran this week to discuss the charges.

Apart from the cost, the Board's letter is worrying for Australian producers because of complaints about reliability of supply. Australia's reputation has been tarnished by a combination of port congestion and constant industrial disputes at wharves.

Because of problems at the state's main coal exporting ports of Newcastle, Port Kembla and Balmain, Australia is failing to meet its coal shipping commitments to the CEGB. In the year to last December the state's exports to Britain were just over 1.1m tonnes, down on the 1.28m tonnes in 1980. The CEGB holds contracts for 2.5m tonnes from state suppliers.

Recently one of Japan's major coal buyers contracted for 300,000 tonnes of steaming coal from the U.S. This was the first real sign that Japan is diversifying coal supplies.

## German oil intake down

WEST GERMAN crude imports fell 18 per cent in volume terms to 79.4m tonnes in 1981 but rose 11 per cent in value terms to DM 49.17bn. Reuter reports from Wiesbaden, the federal statistics office said.

The average price per tonne of crude oil was DM 620 in 1981, up 36 per cent from 1980. Saudi Arabia supplied 25.5m tonnes in 1981 after 24.6m in 1980. The UK 15.9m against 14.6m and Libya 10.4m against 14.9m.

## SIA buys Pratt engines for stretched 747s

BY OUR WORLD TRADE STAFF

SINGAPORE Airlines has chosen the U.S.-made Pratt and Whitney JT9D-7R4G2 engine to power the eight Boeing 747 stretched upper-deck aircraft it recently ordered from the U.S. manufacturer for \$1bn.

The 54,000-pound thrust engine is compatible with the airline's current fleet of conventional 747s, also powered by smaller JT9D powerplants. The only other supplier of 747 engines is Rolls Royce, but an order for the UK.

## Efta wants Community tie-in on trade marks

BY ERNI KHINDARIA IN GENEVA

THE European Free Trade Association (Efta) is seeking talks with the Common Market to ensure that proposed Community rules affecting trademarks do not discriminate against Efta-based companies.

The Efta countries want to take part in discussions within the Community on EEC-wide harmonisation of national trademark laws. The aim is to extend that harmonisation to Efta countries because of the overwhelming importance of the Community as a trading partner.

Efta, which comprises Norway, Sweden, Finland, Iceland,

## SHIPPING REPORT

### Tanker outlook brightens

BY ANDREW FISHER, SHIPPING CORRESPONDENT

INQUIRIES FOR new business picked up slightly on the long depressed tanker market last week, according to one firm of brokers, with the Arabian Gulf seeing more activity for the first time in many weeks.

E. A. Gibson said in its weekly tanker report that the continuing drop in oil prices appeared to have given traders the chance to move into the market again, the result being more trade and fixtures.

Even so, rates for big tankers from the Gulf remained at loss-making rates for owners. World-scale 161/171 was paid for a ULCC (ultra large crude carrier) discharging in Japan, with Worldscale 185 obtaining for a VLCC (very large crude carrier) to the West.

But the rates for smaller ships trading from this area reflected a slight increase, said Gibson. There was a demand for vessels to Australia and other Eastern areas, as well as to Europe and the Red Sea.

## World Economic Indicators

	INDUSTRIAL PRODUCTION	% change over previous base year	index
U.S.	Jan. '82 Dec. '81 Nov. '81 Jan. '81	-8.1	1975=100
	139.1 143.4 146.7 150.4	-1.6	1975=100
W. Germany	Dec. '81 Nov. '81 Oct. '81 Dec. '80	-0.4	1975=100
	112.6 115.4 116.7 114.4	-0.4	1975=100
Italy	122.5 126.6 120.9 124.6	+1.7	1975=100
Netherlands	107.0 106.0 110.0 108.9	+1.3	1975=100
Japan	149.8 150.9 151.7 143.6	+4.3	1975=100
UK	Nov. '81 Oct. '81 Sept. '81 Aug. '81 Nov. '80	+1.0	1975=100
	104.4 105.2 103.5 103.4	+1.0	1975=100
France	114.0 114.4 115.0 112.2	+1.6	1975=100
Belgium	Oct. '81 Sept. '81 Aug. '81 Oct. '80	+4.6	1975=100
	116.0 112.8 110.8 110.9	+4.6	1975=100
Source (except U.S. and Japan): Eurostat			

## PHILIPPINE MANPOWER 'EXPORTS'

### Guest workers ease deficit

BY EMILIA TAGAZA IN MANILA

THE MATTER of two Filipino guest workers beheaded last month for crimes in Riyadh met an embarrassed hush in Manila. The Government feared any fuss over the issue would jeopardise what has become the Philippines' most lucrative exporter—manpower.

A decade ago, just a handful of Filipinos worked abroad. Most were singers found in the nightclubs of Tokyo's Ginza, or at pairs in Hong Kong or Europe.

Yesterday's contract brings the total value of contracts awarded by Pertamina in the last eight months to \$7.5bn.

Today, there are more than 700,000 workers abroad, the majority in the Middle East where they are at a high premium because of the generally high level of education, grasp of English, and professional adaptability.

In the Middle East and elsewhere overseas are seen as handy solution to two of the country's most urgent problems—rising unemployment and a widening balance of payments deficit.

Unemployment more than doubled in 1980 to 14.6 per cent from the previous year's 6.5 per cent. Labour Minister Mr Bias Ople said that a further 70,000 workers lost their jobs last year. Overseas jobs provide a convenient vehicle to absorb labour unrest. Seriously concerned with the growing mass of job seekers, Mr Ople has asked President Ferdinand Marcos' cabinet to give priority to job creation plans, and particularly, to make extra efforts to win service and prime contracts in the Middle East.

Last year, about 205,000 new Filipino workers won jobs abroad. Of these 77 per cent were employed in the Middle East. Saudi Arabia alone absorbed 60 per cent of the total.

The Labour Industry Ministry estimates there are now 250,000 Filipino contract workers in the Middle East, of which 60 per cent are in Saudi Arabia. The government aims to swell the number to 1m by 1984.

Apart from relieving unemployment, overseas workers make an important contribution to the country's foreign exchange earnings.

Repatriated earnings are now the Philippines' most lucrative currency earner. Filipino overseas workers earned roughly \$1bn last year, up 28 per cent from 1980's earnings of \$114m.

In contrast, the country's single largest commodity export, coconut oil, brought in \$515m, while garments, textiles and accessories earned about \$721m.

Although contract workers have been deployed since 1980 when Filipino farmers were shipped to plantations in Hawaii and California, it was only in 1974 that organised contracting was made part of the national employment programme.

It is only a decade ago that the Middle East became an important focus for labour migration. Into the 1980s, the growth in demand for labour is expected to continue.

Countries like Saudi Arabia, Iraq, Kuwait and Bahrain plan to spend billions of dollars on development activities over the next five years, requiring about 2m-3m expatriate workers with about 1.5m in Saudi Arabia alone.

The demand for workers in the Middle East has led to Saudi Arabia replacing the U.S. and Europe as the land of opportunity for many young Filipinos. But the love-affair with the Middle East has not been without its headaches.

The salary remittance system, for instance, has fuelled an extremely active black market for foreign currencies. Of the reported earnings of \$1bn last year, only \$600m was channelled through the banking system.

The rest disappeared into the black market.

Although by law Filipino contract workers are required to repatriate 70 per cent of their earnings, enforcement of the rule has been ineffective. The state-owned Philippine National Bank (PNB) is just now introducing an investment scheme for overseas workers aimed at attracting funds from the black market to the banking system. The package, to be offered initially to workers in Saudi Arabia, includes preferential interest rates for their dollar savings and lower rates on loans for houses, appliances and capital equipment for those who are to start their own enterprises.

A second problem linked with immigrant labour is the proliferation of unauthorised labour recruiters, collecting astronomical service fees from over-enthusiastic job applicants who later find themselves landing at Riyadh airport, but at the domestic airport in Cebu City in central Philippines.

Even professionals, like teachers, office secretaries and accountants, are likewise mesmerised by the prospect of heaving dollars, flats or dinars.

Like those college graduates who now work as servants or chambermaids in London and Los Angeles, these professionals are willing to act as servants in Arab homes. Women professionals often end up as prostitutes abroad, giving the Philippines the unfattering image of a country of servants and prostitutes.

Yet another problem created by the exodus of workers is "brain drain" which has created a serious shortage of skilled hands at home.

The Philippine Overseas Construction Board has drawn up a list of "critical skills" which has

accelerated training for those that fall under the critical list.

The programme will eventually be expanded to include other skills that are expected to be in great demand.

## APPOINTMENTS

### Senior post at Dunlop

Mr J. B. Roberts, technical director of DUNLOP'S aviation division, has been appointed director of the Coventry-based subsidiary. He succeeds Mr Hugh David Bache, ex-director of design for BL Cars, recently accepted a consultancy with Wardle to advise on design. Mr Alex Dewhurst is to head the principal subsidiary and act as No. 3 to Mr Brian Taylor. Mr Dewhurst was formerly managing director of Avon Industrial Polymers.

PENTOS LTD. has made the following appointments. Mr Alan Stevens has been appointed managing director of Metalair, a subsidiary of Pentos Engineering Group. He was managing director of Ferguson Tankers, part of the Wadham Stringer Group. Mr Stevens succeeds Mr F. Hearn, the company's managing director since 1956. Mr Hearn will act as deputy chairman of Metalair until his retirement later in the year.

Mr Derek Askey has been appointed UK sales director of Athens Reproductions, a subsidiary company of Pentos Ltd. He was sales manager of Camden Graphics.

WIGHAM POLAND HOLDINGS states that following Mr E. G. Hedgecock's resignation from the board, Mr M. S. Mander has been appointed in his place. Mr Mander is the managing director of Thomson Magazines. Mr T. J. Mahoney, a senior executive vice president of Fred S. James Inc., has also been appointed to the board to replace Mr W. E. Birch.

Mr C. H. Reavley has been appointed head of administration of the WATER RESEARCH CENTRE, and secretary to the council. He succeeds Dr T. V. Arden who is retiring. Mr Reavley was finance sector controller of International Computers.

Mr Lester Burford has joined the board of BERNARD WARDE GROUP following the retirement as chairman and managing director of TEX ABRASIVES. Mr Brian Charles Carter, deputy chairman and managing director, is appointed chairman and managing director.

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## UK NEWS

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FEBRUARY 1982

Exchange control ban is  
a success, says economist

BY ROBIN PAULEY

**THE ABOLITION** of exchange controls was a substantial success and there seems to be no reason why they should be reimposed in the coming months, says Dr David Lomax, group economic adviser of National Westminster Bank.

Abolition of the controls has saved administrative costs in companies, banks and the central bank and has enabled the UK to earn further income by the reopening of the sterling Bulldog Bond market and the sterling international syndicated loan markets, Dr Lomax says in the bank's current issue of UK Economic Outlook.

The experience of central banks during the past decade had convinced them of the ineffective role of controls in the achievement of an exchange rate, or of other economic objectives.

Country after country has either been forced to liberalise its policy on foreign exchange, or has wanted to do so, having understood the sort of distortions which are caused by controls.

Capital should not flow internationally just to support consumption, but should be used where the rate of return in the borrowing country is greater than that which can be obtained by the saver elsewhere.

There was no other solution to the economic crisis than expansion of energy production in the main OECD states and, less important, in those developing countries which import oil.

Brokers James Capel take an optimistic view of U.S. interest

rates for 1982 in a special feature in their current international bond and currency review. Monetarism in the US appeared to have been expressed through a more pragmatic, longer-term view of monetary trends. However, the risk was that, if the markets retained their very short-term view, they might feel affairs were being left too long and decide monetarism had been discredited.

British Bank had lent money to a property dealing company, Nellypine. In addition to taking a floating charge over Nellypine's property, it obtained undertakings from Sun Life, involving a total of about £120,000 to repay money lent to Nellypine.

Lord Justice Archer said the undertakings had been signed by the unit manager of Sun Life's City branch, whose authority had been confirmed by the branch manager. The judge said that neither had the authority to do what they did.

## Insurance company's appeal allowed

By Raymond Hughes,  
Law Correspondent

THE BRITISH BANK OF THE MIDDLE EAST has lost a £120,000 claim against Sun Life Assurance Company of Canada (UK).

The Court of Appeal has agreed with a High Court judge that a branch officer of Sun Life, who had signed undertakings on Sun Life's behalf to repay loans made by the bank, had no authority to do so.

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## Kent's missing motorway link

THE GOVERNMENT has remained "strangely silent" on the fate of the final "missing link" stretch of the M20 motorway between Maidstone and Ashford, Kent County Council said at the weekend.

Preparations on the M20 "missing link" section and on dozens of other road schemes was suspended indefinitely by the Government last week in its White Paper on roads policy.

Mr Kenneth Clarke, the Under-Secretary of State for Transport, accepted after the White Paper was published that the existing link between Maidstone and Ashford was "not good but was adequate."

## GLC calls for new coach stations

THE GREATER London Council is to press the Government today for tighter control of coach operations at Victoria Coach Station; improved coach terminals there, and new London coach stations.

Traffic to and from the station has grown rapidly since coach operations were de-regulated under the 1980 Transport Act and Mr Dave Wetzel, chairman of the GLC transport committee, says the expansion has caused "severe environmental and pedestrian problems."

## Coal Board pensions

IN OUR REPORT on Saturday of Mr Joe Gormley's speech to the Pension Fund Investment Conference at Eastbourne, a reference to the NUM Pension Fund should have been to the National Coal Board Mine-workers Fund.

## Sussex Chief Constable to head Kincora sex inquiry

BY LISA WOOD

SIR

GEORGE TERRY, Chief Constable of Sussex, is to head investigations into the Royal Ulster Constabulary's handling of Belfast's Kincora sex scandal.

The appointment follows a request, made public by Mr James Prior, the Northern Ireland Secretary, last Thursday, from Sir John Hermon, the Northern Ireland Chief Constable, that a chief constable be sent from Britain to investigate allegations about the way in which police have conducted their inquiries.

Sir George will also have general oversight of the continuing investigation concerning

allegations of an official cover-up of homosexual misadventures against boys in care at the Kincora Boys Home in East Belfast.

No details on when Sir George will start his duties or how long they will last have yet been released by the Northern Ireland Office or the RUC.

Sir George, 61, has been Chief Constable of Sussex since 1973. He was Chief Constable of Lincolnshire in 1970-73. He was knighted in the Queen's 1982 New Year's Honours List, and is the immediate past president of the Association of Chief Police Officers.

## Appeal to poultry workers

MR BERNARD MATTHEWS,

the biggest turkey producer in Europe, is sending out his fleet of huses today hoping to pick up his 1,200 workforce even though they have decided to continue a strike at his Norfolk and Suffolk factories.

Mr Matthews has invited staff to return to work in an advertisement in local papers. He also welcomed new job applicants.

He warns that if staff do not

return, they could lose their jobs. They will strike for a week and want a 32 per cent wage increase. They have been offered less than 8 per cent.

A feed mill at Bawsey, North Norfolk, which was closed by strikers and which provided half the feed for 2m turkeys, is being kept going by workers from other farms so as to ensure that the birds do not starve. The 30 original workers at the mill have been sacked.

## Dispute over contract delayed defence deal

Bridget Bloom reports on the wrangle about the terms for the Sea Eagle missile.

A BEHIND-THE-SCENES tussle

involving disagreements within the Ministry of Defence and between it and British Aerospace, lies behind the recent announcement of Britain's latest multi-million pound defence contract.

The Ministry and BAE's Dynamics Group announced a deal for "more than £200m" for the "development, evaluation and initial production" of a new anti-ship missile.

The Sea Eagle missile is to be in service towards the end of the 1980s and will be launched from RAF Buccaneers and from the Royal Navy's Sea Harriers. It may later be fitted to

The contract has been long awaited and it now appears that one reason for the delay was major difficulties which arose during negotiations about what sort of contract should cover the deal.

It had been thought that negotiations would produce a fixed price contract with built-in incentives on price, delivery dates and the like. Both BAE executives and senior Defence Ministry officials have argued

all losses — and reap all profits. This had been turned down by the Ministry, the company said, even though the maximum price under the target arrangement was 10 per cent higher than a fixed price offered by the company. This, it acknowledged, could cost the Government £20m more than necessary.

The Ministry disagrees. It accepts that the Government could pay more — though probably £15m rather than £20m if things went badly. But say officials, the overall cost could be £15m less than BAE's fixed price — if things go well.

They point out that the missile is still only half developed, that initial production will not start for several years and that many trials must still be completed.

Looking over their collective shoulders at the Commons Public Accounts Committee (and at the Ferranti-type scandals of the 1980s) they are clearly

worried that BAE could make too much profit at the taxpayers' expense.

The Ministry says that target price arrangements have saved the taxpayer money on some warhead contracts, though it says it is too early to point to such savings on comparable missile or other aerospace contracts.

And in answer to the company, officials say that if BAE had been prepared to lower its price by the several million pounds — apparently for unanticipated contingencies — that the Ministry had asked, it would have been possible to negotiate a fixed price contract. Ministers would certainly have liked such a contract if the right terms could have been won.

Only time will tell whether the Ministry has done well for the taxpayer and the company for its shareholders by settling for less than a fixed price contract. Both sides at least agree that there is a somewhat sharper air about the negotiation of defence contracts than there was when open-ended cost plus contracts were the order of the day.

## Wrexham

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## UK NEWS

**Higher education spending is £1.8bn**

By Michael Dixon, Education Correspondent

BRITAIN spends twice as much of its gross national product on higher education as Japan and half as much again as West Germany, according to Unesco statistics for 1977-78.

British higher education spending is about £1.8bn a year and this total represents 1.1 per cent of GNP.

But unlike most countries which require students to finance themselves at least partly by loans, Britain provides them with grants which represent 0.3 per cent of GNP. So a fairer basis for comparison would be 0.8 per cent of gross national product.

This would place the UK 10th equal with Sweden and Yugoslavia in the proportion of GNP spent on higher education.

**LEADING 21 COUNTRIES**

	GDP
Canada	2.1
Netherlands	2.0
U.S.	1.7
Australia	1.5
Finland	1.3
New Zealand	1.1
Belgium, Denmark	1.0
Ireland	0.9
Sweden, UK, Yugoslavia	0.8
Austria, Norway, Switzerland	0.7
West Germany	0.6
France, Italy, Japan, Portugal, Turkey	0.4

**New bus shelters for London**

LONDON TRANSPORT and the Greater London Council are to build 1,000 new bus shelters this year in partnership with Adshel, a private contractor which uses the illuminated shelters for advertising and promotion work.

LT will use its profits from the advertising to pay to clean the shelters and to fund other non-advertising shelters.

**ERF truck output**

TRUCK PRODUCTION by ERF (Holdings last year was 1,093, compared with 1,982 in 1980. ERF's figures were missing from the table published on Friday because the company stopped supplying them to the Society of Motor Manufacturers and Traders, which compiles the statistics in November 1980.

**Lloyd's chairman closes reinsurance investigation**

By JOHN MOORE

MR PETER GREEN, the chairman of Lloyd's of London, the insurance market, has completed a rare personal investigation into a reinsurance contract arranged by one of the largest underwriting groups at Lloyd's. He concluded that no further action is necessary.

More than 1,000 underwriting members who participate on underwriting syndicates number 810 and 889 have been told by PCW Underwriting Agencies, the group looking after their affairs, that the contract "contained errors which most regrettably were perpetuated throughout the lifetime of the contract."

It was hoped that Unimar would have been able to generate business on a significant scale in relation to the £42m total premium income of the syndicate. But Unimar was unable to generate the business in the way envisaged.

Moreover problems arose over the wording of the contract. The terms describing the commission arrangements between the syndicate and Unimar were open to different interpretations;

Carlo firm of brokers, and Seascope, a firm of Lloyd's brokers, Seascope held a 10 per cent shareholding in Unimar.

The reinsurance was requested by Mr Peter Cameron-Webb, the active underwriter concerned with syndicate 816. Under the planned arrangement Unimar would participate in arranging reinsurance for the two syndicates and in return Unimar would provide other business for the syndicates to reinsurance. In Lloyd's this is known as a "reciprocal arrangement".

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**No decision on buying advanced Trident**

By Lynton McLain

SPECULATION that the U.S. intended to sell Britain the advanced D5 version of the Trident nuclear missile, with British companies sharing the production of missiles for the Royal Navy and for those bought for the U.S. Navy, could not be confirmed last night.

Britain has not decided to buy the D5 Trident in place of the C4 Trident, although Mr John Nott, Defence Secretary, is understood to favour Britain re-negotiating its agreement with the U.S. with the aim of buying the latest version.

The U.S. agreed to sell Britain the C4 Trident in an exchange of letters between Mr Thatcher and President Carter in June 1980. The C4 system was expected to have cost £5bn at 1980 prices, but only the submarines to carry the missile would have been built in Britain.

The D5 system is known to be more expensive than the C4 Trident, but Mr Nott favours it because of the greater commonality with the Royal Navy which is already committed to buying the D5.

The Cabinet has not considered switching from the C4 system to the more expensive D5 missile, but it is likely to discuss the possibility in the next few weeks if Mr Nott gets his way.

**Leadership of NCB open**

REPORTS that ministers were definitely planning to split into two the leadership of the National Coal Board when Sir Derek Ezra retires later this year were discounted by the Department of Energy yesterday.

No decisions had yet been made as to the structure of the NCB leadership when Sir Derek, the present chairman, retires, the department said.

The Government has been looking at different methods of leadership for some months. Two possibilities are under consideration—a strong executive chairman, as now, or splitting the job into two.

Indeed, both engine options on the model are Japanese. The

**Hyster's lift for Ulster**

At Craigavon in Northern Ireland, an ultra-secure factory is turning out a new, basic fork-lift truck. Raymond Snoddy paid a visit.

from the beginning. "We started with 12 different thicknesses of material in the frame. We ended with just three. With 12 thicknesses of material the costs just snowball," says Mr Stoopman.

To reduce costs the number of options available have been cut.

The truck, for instance, has fully-automatic transmission, power steering and all tubing is coated top and bottom. The company claims 5 per cent lower running costs, the ability to negotiate steeper slopes and less noise and pollution than competitors' trucks.

In the Craigavon plant Hyster has developed a very precise flat price, which has moved manufacture in the direction of the car industry's production methods. "When you pick up a piece of material it is never laid down until it is finished," Mr Stoopman said.

The flexibility with which the machinery is operated is probably as important as the equipment itself. Not only do workers use more than one machine, there is also cross-training and contracts stipulate complete flexibility of labour.

But he also queues up for a scoop of chips at the self-service canteen with everyone else and includes his office in the ban on alcohol at the plant.

Mr Raymond Watson operates five machines worth a total of £250,000. To make the truck's drive spindle he takes the rough casting faces and centres it, turns, drills and mills it before being responsible like all workers at the plant—for his own quality control. The defect rate at Craigavon is 0.3 per cent.

The fact that Northern Ireland came out clearly on top in the search for a site, even after receiving black marks for political instability, surprised many Hyster executives. The key factors were an available work-force with industrial experience and good communications, particularly ports, for shipping the trucks to markets all over the world. Some 45 per cent of the cost of the plant was also covered by Government grants and low-interest loans. The decision to build was taken after checks on the ground showed that the region's political troubles stopped at the factory gates.

By late-1979 the package had been assembled and the first three test units were running around company headquarters at Portland, Oregon. Mr Stoopman, who has run Hyster's biggest factory at Danville, Illinois, was on the project

**Spend more or tax less, RAC urges**

THE Royal Automobile Club yesterday called on the Government either to cut motor taxes or to spend more money on Britain's roads.

In a letter to Sir Geoffrey Howe, the Chancellor, Mr Jack Williams, the chairman of the RAC's public policy committee, said: "The Government's excessive contribution to British Rail of not far short of £1,000m compared with the £6,000m contribution to the Exchequer from

surplus taxation on road transport has become a grotesque state of motor tax and the annual outlay on roads.

The RAC claimed that 90 per cent of passenger and freight traffic is now carried by road transport, and the proportion carried by rail will continue to decrease.

As a result, road investment—which has taken more than 13 cuts in six years—should merit top priority for provision of any additional resources, it said.

**Comet Radiovision executive resigns**

BY CARLA RAPORT

MR EDMUND PEARS, managing director of Comet Radiovision, will be leaving the diversified retailing group at the end of May.

Mr Michael Hollingbery, the chairman, said yesterday that Mr Pears' resignation would be officially announced within the next few days.

He said Mr Pears, who has been with the Hull-based group for more than three years, had never been happy in Yorkshire and had decided that the company "is really too small for an

executive chairman and a managing director."

"He is right," said Mr Hollingbery. "I had wanted a managing director to look after the day-to-day running of the company, but I couldn't give up completely. Basically, neither of us had enough to do."

Comet Radiovision, which is engaged in selling electrical and gas appliances, home improvement products, jewellery and other consumer goods, recorded sales last year of £211m and pre-tax profits of £6.2m.

Mr Pears was unavailable for comment yesterday. The news of his resignation emerged from Mr Hollingbery's meetings with City institutions in the past two weeks.

In the course of these talks, which Mr Hollingbery says he holds every year, he said the group's troubled jewellery division has been further hurt by the continued decline in the price of gold.

He said that the group's electrical division is "doing very well, thank you."

**BARCLAYS BANK HELPS JOHNSON & JOHNSON KEEP ITS KENYAN INTERESTS HEALTHY**

In Kenya, the East African Flying Doctor Service extends the advantages of modern medical care to remote areas and their people.

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## UK NEWS

### Rates in 1982-83 will depend on grant system, says report

BY ROBIN PAULEY

RATE RISES for 1982-83 will depend more on the intricacies of the Government's grant system than on the spending decisions of local councillors.

This is the conclusion of a report published today which says the relationship between service provision and rate levels has become erratic and implausible.

Mr Tony Travers, of North East London Polytechnic, has analysed the way in which the Government will share out £1.5bn of grant to 412 local authorities in England in 1982-83.

He says there are two main reasons for the weakening relationship between rates paid and services received.

They are the continuing attempt by the grant system to equalise rateable values, and complex additions by the Government to the "already incomprehensible" rate support system.

Equalising the tax base between local authorities means equalising between rateable values which vary from more

than £30,000 per head in the richest areas to about £80 per head in the poorest.

The equalisation process tries to use grants to compensate for these differences but Mr Travers says the differences are largely unrelated to variations in income, taxable capacity, wealth or "any other rational basis".

Rateable value equalisation may therefore mean that people in similar financial circumstances receiving similar services pay very different rates.

For example, Avon has a population of 925,800 and the Government has assessed the amount it needs to spend to provide a typical standard level of service (its grant-related expenditure assessment or GREA) as £283.16m for 1982-83.

Surrey has a population of 984,000 and its GREA of £279.94m, but Surrey's rateable value is £170.02m compared with Avon's £119.4m, which leads to very different grant receipts and rate bills for the two areas.

If Avon plans a budget at its GREA level it will receive responsible for 94.1 per cent of the money.

At a level of spending equal to double the GREA, Avon will still receive a quarter of the total bill from the Government. Surrey will get nothing.

Mr Travers says the new block grant system of allocating government money was an attempt to improve accountability, fairness and spending control. But the result in 1982-83 is likely to be a complex system reducing rather than improving

accountability.

The arguments against immunity are likely to take the following form in the debate tonight. Those opposing the immunity clause say that such a rule would remove the prospect of members of Lloyd's taking action against the senior members of the society in the form of suits for damages if they were to feel their affairs had been negligently handled.

Immunity would protect the senior members of the council, and other members down to the level of "managers" — which, say critics, has a wide if incomprehensible definition in the Bill.

Critics of the clause also maintain that the Stock Exchange and other comparable bodies do not enjoy such protection. The Stock Exchange relies on qualified privilege, for protection, and accepts that it has to demonstrate that it is not acting in an arbitrary or capricious manner in its disciplinary action. All of the Exchange's members have to sign an agreement to accept its rules.

An amendment to the clause, which will be raised tonight, would allow members of the Lloyd's community to sue Lloyd's for negligence. But before taking such action, a member would have to establish in the High Court that there was a prima facie case. The amendment has been designed to prevent vexatious suits against Lloyd's, and to safeguard members' rights.

Lloyd's has rejected this idea, arguing that, where there is any reasonable doubt involved in a case brought by a member, a judge is likely to let the case go forward. Lloyd's says it needs the immunity clause for two basic reasons. The first is

## INSURANCE

### Stiff hurdle for Lloyd's Bill

BY JOHN MOORE

ANOTHER critical stage in the passage of the Lloyd's Bill will take place today as the House of Commons tries to make progress with its consideration of the Bill, which is designed to improve Lloyd's self-regulation.

Opponents in Parliament of the Clause have already put down amendments to modify it extensively but say chance of the Bill being talked out tonight is remote. There will be no fixed limit for the debate, which means that MPs can discuss the Bill beyond the usual three hours.

The arguments against im-

munity must be able to act quickly and decisively when initiating disciplinary action against a member of the Lloyd's community, and that the council should not be inhibited from a particular course of action by fear of suit for damages.

The second and fundamental reason for the clause, Lloyd's says, is that, if a member sues Lloyd's in respect of underwriting losses, the other members of Lloyd's have to foot the bill in the end.

Lloyd's also argues that the clause would prevent immense damage to the market arising from constant wrangles with individual members of its own community. Lloyd's says it is "peculiarly vulnerable to blackmail by litigation." Lloyd's underwriters "trade globally under a variety of licences and permits, so or all of which can be put at risk by publicly attracted by members' suits against their society.

No parallel should be drawn between itself and the Stock Exchange, Lloyd's says, pointing out that the latter's business, unlike that of Lloyd's, is not that of "risk" nor does it have "sleeping partners" with unlimited liability who provide capital.

As for a court hearing to establish whether there were a prima facie case to answer in the event of a negligence claim, Lloyd's has said that would be "positively harmful".

Such an arrangement would allow a "mini-trial" of a suit for damages. A plaintiff would have only to make out a vestige of a case to be likely to be permitted to proceed further with an action against Lloyd's. Rather than discouraging vexatious litigation, says Lloyd's, prima facie hearings would encourage it. Members suffering an underwriting loss would seek relief from the society of Lloyd's by itself, or jointly with their underwriting agent, which looks after their affairs. It would encourage members of the community who were seeking to prevent the council carrying out its duty of regulating the market.

"The Imprimatur of a High Court judge, enabling the plaintiff to proceed to trial, even if there were only a vestige of a case," says Lloyd's, "would be a valuable weapon in the hands of a plaintiff seeking to force a settlement from Lloyd's."

## This week in Parliament

### TODAY

Commons: Debate on the arts when third report from the Select Committee on Education, Science and Arts will be relevant. Further consideration of the Lloyd's Bill from 7 pm.

Lords: New Towns Bill, committee. Transport (Finance) Bill, third reading. Legal Aid Bill, second reading. Constitutional Referendum Bill, committee.

Select Committees: Energy subject—Combined Heat and Power. Witnesses: Greater London Council, Newcastle City Council, Southwark Council. The Watt Committee (room 8, 4.30 pm).

Foreign Affairs: subject—Caribbean and Central America. British approach to stability, security and development. Witnesses: Mr D. Gay, Dr E. Thomas-Hope. Liverpool University (room 6, 4.30 pm).

Public Accounts: subject—court fees. Witnesses: Lord Chancellor's Department, Sir Wilfred Bourne and Mr A. J. Green (room 16, 4.45 pm).

Treasury and Civil Service: subject—budgetary reform in the UK. Witnesses: Ministry of Defence officials (room 15, 4.45 pm).

Industry and Trade: subject—Rolls-Royce Ltd. Witnesses: Mr Norman Lamont, Minister of State, Department of Industry, and officials (room 16, 10.45 pm).

Social Services: subject—the age of retirement. Witnesses: Management and Personnel Office, Nationalised Industries Pensions and Personnel officers (room 21, 4.45 pm).

Employment: subject—youth unemployment and training. Witness: The Rt Hon Norman Tebbit, MP, Secretary of State for Employment (room 16, 4.30 pm). Committee on Private Bills, Court of Referees (room 18, 10.30 am).

Commons: debate on Welsh Affairs.

Lords: New Towns Bill, third reading. Civil Jurisdiction and Judgments Bill, report. Mental Health (Amendment) Bill, report.

Select Committees: Welsh Affairs: subject—water in Wales. Witnesses: Welsh Water Authority (room 18, 10.30 am).

Agriculture: subject—horticulture. Witnesses: National Union of Agricultural and Allied Workers (room 16, 10.45 am).

FRIDAY

Commons: Private Members' Bills.

## Docks reclamation approved

RECLAMATION work costing £12m in Liverpool's redundant south docks and the Mersey-side areas of Toxteth and Dingle has been approved by the Mersey Docks Corporation.

Work will start next week pumping silt out of the Bertholaneum dock. The dredger will be the first large vessel in the dock for 10 years.

The programme includes provision of new roads to the

reclaimed areas, demolition of the Dingle oil jetties, and sealing the river wall.

The development corporation, set up by the Government to regenerate stagnant areas on the Mersey waterfront, is expected to complete by next month the purchase from the Mersey Docks and Harbour Company of Liverpool's historic Albert dock complex. It has already bought some of the smaller sections of land on both river banks.

### Company loan plan

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Furthermore, since the plan involves group enrolment, paperwork is reduced to the

absolute minimum. Once the plan is set up, existing members' benefits can be increased and new members can be brought in with the minimum of formality.

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Tailor made benefits for each group member.

For each member of the plan the employer has these choices at the outset: to specify the benefits to be provided and the form they are to take; to build up a cash fund which will be used to provide whatever benefits are appropriate when the member retires; or to fix the amount he wishes to contribute.

Maximum flexibility at retirement.

Irrespective of the choice at the outset, the benefits at retirement may be taken in any of

## UK NEWS - LABOUR

## Treasury paper on civil servants' pay 'misleading'

By PHILIP BASSETT, LABOUR CORRESPONDENT

CIVIL SERVICE trade union leaders are urging the Government's inquiry on Civil Service pay to treat with caution a Treasury paper on Civil Service pay trends. They say it is misleading and inaccurate. The inquiry is chaired by Sir John Megaw.

Of its own paper to the inquiry, the Council of Civil Service Unions says its analysis of the Treasury's "basic mistakes, the deliberate misreading and the misleading assumptions" clearly demonstrate that for a government-independent fact-finding body to provide agreed data for Civil Service pay negotiations.

The Government's scrapping of the service's comparability-based pay system, built on information provided by the

now-abolished Pay Research Unit, led directly to last year's 21-week Civil Service strike.

The inquiry, due to report by midsummer, will propose a pay system to replace that abandoned by the Government. Mr Bill Kendall, CCSU secretary general, said yesterday:

"The Treasury's paper is exposed as a crude propaganda exercise and not a factual report."

The facts are that civil servants are underpaid compared with private-sector employees."

In evidence to the inquiry the salary group Inbucor had said it was unfortunate the issue of Civil Service pay was reviewed now and not "in a period of political tranquillity."

The unions' paper deliberately picks up this point and suggests there may have been

anterior motivation behind the submission of the Treasury document.

In detailed analysis the unions note several arithmetical errors in the Treasury's paper. The most serious is that the Treasury said the annual rate of increase for white-collar male earnings in the private sector between 1970-81 was 13.4 per cent. The unions' calculations put it at 14.8 per cent.

The unions' figure gives a different complexion to the Treasury's comparison of its figure with that given for Civil Service earnings of 14.9 per cent.

The CCSU suggests the Treasury has "massaged" its figures by excluding women from its statistical base and by choosing 1970 as its base-date for comparisons.

## Low Pay Unit tackles Tebbit on young's wages

By IVO DAWNEY, LABOUR STAFF

AN INDEPENDENT pay research body has called on the Government to give assurances it will not withdraw the protection of wages councils from young people.

Mr Chris Pond, director of the Low Pay Unit, has written an open letter to Mr Norman Tebbit, Employment Secretary, to express concern at the Government's approach to young people's wages.

He claims Mr Tebbit is seriously considering removing the protection of wages councils from young people. The councils set minimum pay rates in some industries. Such a move would leave young people additionally liable to exploitation, Mr Pond says.

The letter also warns that the effect of the recently-introduced Young Workers' Scheme, which offers cash incentives to employers paying young people less than £5 per week, does not

## Arms switch role for unions

TRADE UNIONS should take the lead in plans to switch arms production to peaceful uses, according to Mr Tim Webb, a national officer of the Association of Scientific, Technical and Managerial Staffs, in a pamphlet entitled *The Arms Draw-Job Risk and Industrial Decline*, published by the Campaign for Nuclear Disarmament.

It also expresses concern employers required to pay minimum rates laid down by wages councils may be tempted to lower pay illegally in order to qualify for subsidies.

The letter cites Employment Department research which indicates there appears to be no correlation between levels of youth unemployment and changes in young people's earnings.

Government claims that wage levels are a significant factor in the creation of youth unemployment "may be seen as a cynical attempt to make young people themselves a scapegoat for the problem," Mr Pond says.

The Employment Department said yesterday there were no plans to exempt employers of young people from their obligations under the wages councils.

## Dunlop plants threatened

By ROBIN REEVES

TRADE UNION leaders from 20 major Dunlop Group plants agreed at the weekend to start industrial action this week in support of the 11-week dispute at the group's Semtex door-coverings factory at Brynmawr, South Wales.

Details of planned action, drawn up by shop stewards meeting in Skelmersdale, Lancs, were kept under wraps yesterday. Mr Geoff Jacobs, a local transport union official, said they wanted to avoid company counter-measures. "We want to hit them and hit them hard," he said.

## WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interim or final. The sub-divisions shown below are based mainly on last year's timetable.

**FRIDAY FEBRUARY 25**

**COMPANY MEETINGS**

Goldcrest Prop Grp, Fin. Dir. Gen. 12.00  
Jura, Fin. Dir. Pln. Fin. Mkt. 12.00  
**BOARD MEETINGS**

Anglo-Panels Inv. Tst  
Anglo-Chem Inv. Tst  
English and Scottish Investors Inv. on Guernsey  
Mornington Mts. Romsey, Tex. Indus. Hldgs.

**Saturday February 26**

**COMPANY MEETINGS**

M and G Dual Fin. Inv. The Three Drays, Tower Hill, L. J. P. Secy. Chamber of Commerce, Birmingham, 12.00  
**BOARD MEETINGS**

Finlays Corr. Wheela Hoover Motor. Int. Interiors

**SUNDAY FEBRUARY 27**

**COMPANY MEETINGS**

Harrison, Malendas Ed. Sust. Inv. Tst  
Sust. Grp. 12.30  
**MONDAY FEBRUARY 28**

**DIVIDEND & INTEREST PAYMENTS**

Feedback 19.5% Fmt. Chk. Varifax 1982 57.56378  
Mitsubishi 5.5% Water Gas Corp 1982 4pc  
Mitsubishi Chk. Corp/Capita 1982 8.5628pc  
Mitsubishi F. 1.5% Sust. 2.50  
Mitsubishi Inv. 1.5% Royal Can. Canada 50c  
Trade Dev. Fin. Inv. Tst 9.36225pc

**TUESDAY FEBRUARY 29**

**COMPANY MEETINGS**

Brentail Board (Hold), Fin. Mkt. 11.30  
Covis (T.L.) Millfield House, Hythe Road, Undercliffe, 12.30  
Eagle C. Ch. C. L. Hyde Park Hotel, Knightsbridge, SW. 12.30 Greatworth Street, Cheltenham, 12.00  
Stakis (Re) Org. Normalby Hotel, Melton Mowbray, 11.00 Watson and Phillips Angus Hotel, Market St., Derby, 9.30  
**BOARD MEETINGS**

**Wednesday February 30**

**COMPANY MEETINGS**

Alexander and Alexander Services Inv. 1.50pc  
Almond, Fin. Dir. of America 45cpc  
Baxters Mkt. 15cpc  
Beecham 4.25pc  
Beecham Price 4.25pc  
Candy Co. 4.25pc  
Eaton Com. 43cpc  
1982 11.4pc 1986 6pc. Do. 12.4pc  
M. and G. G. 7.5% Ind. Corp. Bengal Lm. 4.0625c  
4.4375c  
Somerset Inv. 6.55pc  
Tennant Com. 10.5%

**Thursday March 1**

**COMPANY MEETINGS**

Imperial Chem Ind. 2.5%  
Westman Dawes  
Insercom Fin. Inv.  
Postcom Fin. Inv.  
Pluscom Fin. Inv.

**FRIDAY MARCH 2**

**COMPANY MEETINGS**

Alexander and Alexander Services Inv. 1.50pc  
Almond, Fin. Dir. of America 45cpc  
Baxters Mkt. 15cpc  
Beecham 4.25pc  
Beecham Price 4.25pc  
Candy Co. 4.25pc  
Eaton Com. 43cpc  
1982 11.4pc 1986 6pc. Do. 12.4pc  
M. and G. G. 7.5% Ind. Corp. Bengal Lm. 4.0625c  
4.4375c  
Somerset Inv. 6.55pc  
Tennant Com. 10.5%

## Orchestra's strike hits Sadler's Wells ballet

By David Churchill

THE OPENING performances of Sadler's Wells Royal Ballet's London season, due to start tomorrow night, have been cancelled because of the five-week strike by the company's orchestra.

The move follows a collapse of talks between the Musicians' Union and the Royal Opera House management. The orchestra seeks a retainer to compensate for occasions the ballet company tours abroad and local orchestras are used.

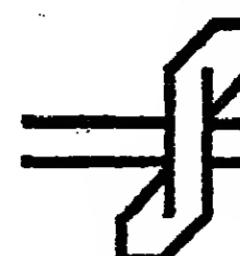
The orchestra rejected on Friday an offer of a guaranteed 35 weeks' work a year. Instead, it decided to press for a 40-week minimum guarantee contract.

The dispute has forced the ballet company to cancel regional tours recently, including performances of Swan Lake.

Because orchestras rehearsals did not start on Friday for the opening performances, management decided to cancel the ballet programme scheduled for Tuesday to Thursday.

Talks are expected this week. They could save some of the remaining London season of the ballet company, sponsored by the J. Sainsbury supermarket chain.

These securities having been placed privately, this announcement appears as a matter of record only.



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Morgan Stanley International

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February, 1982

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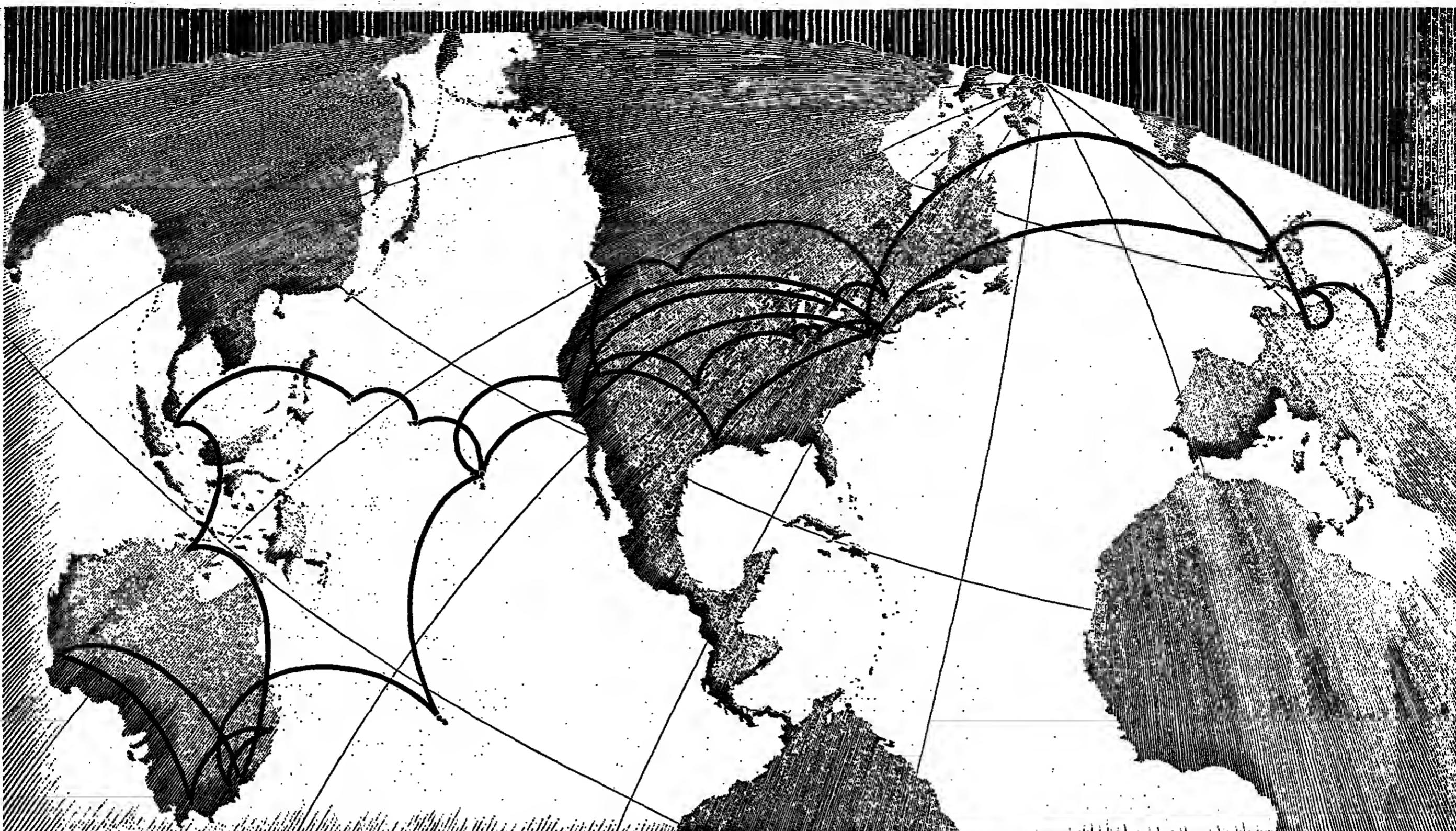


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What you may not be aware of is the success with which the first Challengers have already done so.

A crucial point illustrated best, we feel, by an actual case history.

### **What we did with this aircraft in less than two months, you probably wouldn't do in five months.**

On September 14, 1981, Canadair Challenger #5 left its home base in Hartford, Connecticut with a crew of three, flew to New York to pick up eight passengers, flew to Long Beach, California for the National Business Aircraft Association Convention, flew 13 demonstration flights in two days, then left immediately for Honolulu and the Western Pacific.

The itinerary included Wake Island, Guam, Singapore, Kuala Lumpur, Penang, Paya

Lebar (Singapore), Darwin, Sydney, Perth, Melbourne, Essendon (Melbourne), Brisbane, Canberra, Pago Pago, Honolulu again, and finally San Francisco, Bridgeport and Hartford.

Total miles flown: 36,000. Total days: 20. Total takeoffs and landings: 60. Average hours flown per day: 4.7. Total hours flown: 93.4.

Dispatch reliability: 100%. Special maintenance and support provisions: none.

Which is not to say that, with its Pacific tour completed, the Challenger had arrived back in Hartford for a respite.

The next morning it re-fueled and flew to Europe.

And, by the sheerest coincidence, so did another corporate jet.

### **Duel over the Atlantic.**

On October 4 and 5, respectively, the Canadair Challenger and another corporate jet flew New York to Vienna, with a stop in Shannon, Ireland.

As the chart below will show you, the Challenger arrived exactly three minutes later, and exactly \$2,367.12

cheaper. One way.

(Incidentally, based on computer-projections of their manufacturers' own data, even some far smaller corporate jets with shorter range would not have achieved any meaningful advantage over the Challenger in fuel efficiency, while some corporate jets of comparable size would have required about 1/3 more than the Challenger.)

Which is still not to say that the Challenger then flew home for a respite.

Instead, it flew home for a tour of North America. By way of London, Paris, New York, Houston, Las Vegas, Pittsburgh, Montreal, Toronto, Calgary, Los Angeles, Cincinnati, Kansas City and Akron. To name just a few of the stops.

Total miles flown: 70,000. Total days: 48. Total takeoffs and landings: 111. Average hours flown per day: 4.1. Total hours flown: 195.9.

Dispatch reliability: 100%. Special maintenance and support provisions: none.

Which is still not to say that the Challenger then flew home for a respite.

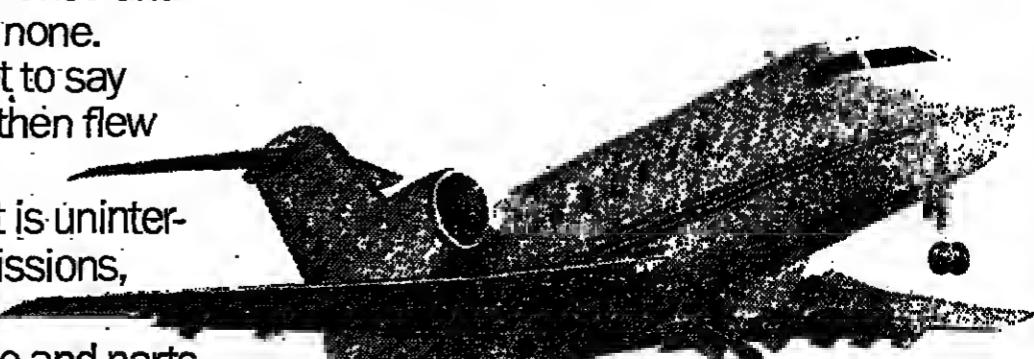
At this writing, it is uninteruptedly flying its missions, receiving only routine maintenance and parts support and giving no one even the slightest degree of grief.

For a detailed explanation of how a corporate jet so new can possibly be so reliable, we suggest you ask the man in the best position to know. His name is James B. Taylor and he's the President of Canadair Inc. His address is 274 Riverside Avenue, Westport, CT 06880 and his telephone number is (203) 226-1581.

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challenger**

PASSENGERS	TOTAL TIME EN ROUTE	TOTAL DISTANCE	TOTAL FUEL CONSUMPTION	TOTAL FUEL COST*
CHALLENGER (OCTOBER 4)	8 + 2 CREW 8HR.+51 MIN.	3,760NM	2,782 GAL	\$4,673.76
ANOTHER CORPORATE JET (OCTOBER 5)	8 + 2 CREW 8HR.+48 MIN.	3,760NM	4,191 GAL	\$7,040.88

**Flight summary: New York-Shannon-Vienna-October 4 and 5, 1981.**

\*Based on an average cost for jet fuel of \$1.68 per gallon. From a national survey of U.S. fixed base operators as reported in the November 1981 issue of Business and Commercial Aviation.

## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

# Siemens labours under a technological burden

BY STEWART FLEMING

SENCE the near collapse of its rival, AEG-Telefunken, in 1979, Siemens, West Germany's third largest industrial company, has been expected to carry the banner of West German industry into the brave but intensely competitive new world of microelectronics.

With sales of DM 34.5bn (\$14.7bn) Siemens is the world's fifth biggest electrical equipment manufacturer. It has always occupied a special position in West German industrial history as a paragon of technical and managerial excellence.

As the evidence mounts that other German companies such as Triumph-Adler, the Volkswagen subsidiary, have fallen behind their international competitors, and as German industrialists have come to recognise the scale of the challenge facing them if they are to maintain their hold on world markets, so the hopes pinned to the name of Siemens have grown.

So the evidence that today even Siemens has failed to adjust quickly enough to changing conditions in its markets has shaken West German industry. If Siemens has some catching up to do with its international competitors,

then how much more daunting is the task facing dozens of other companies? The question springs all too readily to mind in a country like West Germany, which is currently gripped by a pervasive and excessive pessimism.

The 25 per cent fall in Siemens' share price and the autumn rumours that the company was facing a disastrous fall in profits for its financial year to September were in part manifestations of this pessimism.

In the event at the end of January the company announced a 19 per cent profits fall to DM 509m. This figure was arrived at after putting aside provisions of DM 500m to cover currency risks and DM 25m against possible losses on contracts taken at prices which might prove to be unprofitable. In addition the company was still able to dispose of liquid assets of over DM 8.5bn.

But if the stock market's fears were exaggerated, and the reserves Siemens has built up in the past decades through its conservative accounting practices still provide it with a deep cushion of financial resources, there is more than enough evidence that the company's apparently effortless command over its

was not Siemens' tendency to overestimate its technical strength which was the main problem; the high technology integrated circuit business suffered disproportionately small part of the loss. Instead it was the company's penchant for making too many products for too many markets—a weakness which, according to Dr Karlheinz Kaské, Siemens' chief executive, is being tackled throughout the company.

That it is being tackled in the components division was made abundantly clear in November when, shortly after announcing the closure of two plants, the company also announced the resignation of the divisional head, Dr Friedrich Baur, a brilliant technician who is widely credited with helping Siemens to catch up in micro-electronics, but could not adjust to the more profit-conscious policies which Dr Kaské is introducing.

Dr Kaské's avowed intent to cut back the around 100,000 discrete components which the group makes and to trim and concentrate production was too

industrial environment is a thing of the past.

Siemens built itself into the world's fifth largest electrical equipment manufacturer on the basis of its mastery of electro-mechanical technology and a rock solid home market for telecommunications equipment. In the post-war period, for example, the West German Post Office and Siemens together developed perhaps the most modern telephone network in the world, an electro-mechanical, copper-based analogue system.

But five years ago even Siemens had to admit that this had been made obsolete almost overnight by the unexpectedly rapid emergence of more cost-effective and versatile digital switching centres.

The micro-electronics revolution which dealt this blow to Siemens' telecommunications business is penetrating every part of the group's widely diversified operations. This would be enough of a challenge in itself if Siemens had been a leader in this new technology. But it has not. After a slow start the company has made fast progress in catching up with the micro-electronics technology which

will be the basis of its future growth. Its efforts can best be seen from the marked increase in its research and development budget expenditure which is written off annually against the profit and loss account.

Thus in 1975 when the company was still heavily involved in the development of the soon-to-be-obsolete analogue telephone switching equipment its R and D budget was DM 1.5bn. Last year it was ever DM 3bn, bigger as a proportion of sales than IBM's.

## Traditional

Closing the technological gap is only part of the challenge Siemens faces in order to maintain its position as a world leader in the electrical industry, however, for the advent of micro-electronics is fundamentally changing the nature of many of the businesses.

Perly as a result of the convergence of telecommunications and computer technologies brought about by the micro-chip, new markets are opening up. They require not only new products but also different development and marketing strategies

from those which Siemens has followed traditionally. New competitors are emerging.

A big question for Siemens, now, for example, is whether the break-up of the world's most powerful telephone company, American Telephone and Telegraph, as the result of an anti-trust settlement in the United States, will mean that its Western Electric manufacturing subsidiary will become a much more aggressive competitor in world telecommunications markets. Siemens, even with its R and D budget, is no match for AT&T's Bell Laboratories.

Another American giant with a powerful research base—IBM—is also pressing into fields related to Siemens' basic telecommunications business.

Along with the new competitors, of course, Siemens still faces its old rivals like ITT and L M Ericsson in the telecommunications business, which now accounts for one-third of its sales and is potentially its fastest growing division.

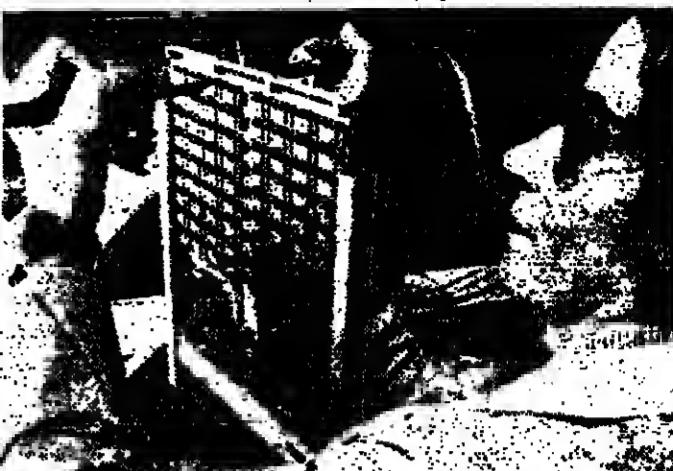
The new competitors alone are only part of the problem, however. At the same time as the shape of Siemens' markets is changing so too is the pace of development and

Electro-mechanical technology evolved only slowly in the first 70 years of this century, allowing companies like Siemens plenty of time to develop new products and allowing it to put great emphasis on engineering quality.

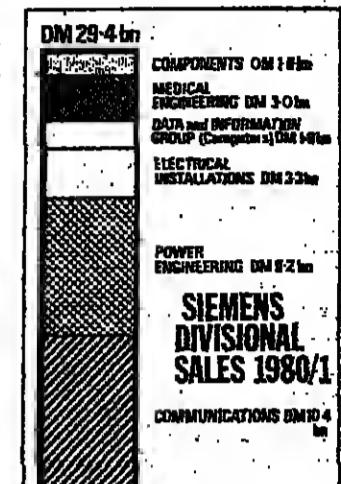
The advanced analogue switching system for the Bundespost, which Siemens began developing in 1968 was 10 years in the making before it was scrapped in the face of the micro-chip revolution.

The rapid pace of technological change in the industries, Siemens serves means that such patient and painstaking development of new products is a luxury Siemens can no longer afford. Dr Max Günther, a main board member, says that the company is putting increasing emphasis on shortening the period between development and production of new products, for example, by making increasing use of computer aided design.

But for such a change to be fully effective will require the speeding up of decision-making processes and a change in the corporate culture, not only in development but also in production and marketing.



Dr Karlheinz Kaské: seen the advent of micro-electronics fundamentally changing the nature of many of the businesses Siemens is in



## New strategies in search of profitability

much for Dr Baur, insiders say. He was not the first top Siemens executive and managing board member to bow out before the new policies. In April of last year, as Dr Kaské set about re-organising the loss-making computer operations, Dr Anton Peisl, then the division's head, accepted re-assignment, his job going to Dr Claus Kessler.

Computers have been a problem child for Siemens for years. Along with the resignation of Dr Peisl, the company last year undertook a re-organisation of the division's operations, splitting up its troubled small business computer sector and dividing its activities between the telecommunications and power engineering divisions. The problems Siemens has had in its computer operations—particularly in small business machines—have been seen as evidence of the difficulties the company has faced in adjusting its marketing methods to that

sector; it is also competing with fast-growing specialist suppliers, such as Nixdorf Computer or American challengers in the West German market such as Wang.

Nor is everything well in telecommunications, the third key division where the micro-electronics revolution is already having a crucial effect. One of the traditional reasons why the company was able to build up such a strong position in world telecommunications markets—selling up to 35 countries—is its strong domestic market, underpinned by its dominant position as a supplier to the Federal Post Office, which after the war rebuilt the West German telephone network into one of the finest in the world.

The close—perhaps too close

—co-operation between Siemens and the Post Office and the very efficiency of Germany's telephone system helps to explain why the company initially

reacted so slowly to the challenge of digital switching.

Fortunately, the Post Office's strong financial position and the Government's recognition of the importance of telecommunications—both at home and in export markets—have prompted the Post Office to move rapidly into the development of a digital telephone network and ultimately into a glass-fibre-based transmission system. So Siemens can again count on a strong and technologically progressive domestic market to underpin its international telecommunications business.

It cannot however count on its traditional guaranteed share of that home market. (The strategy of the Post Office was described on Page 24 of the Financial Times on February 11.)

Although the company has only sold one digital public switching centre on world markets, to the South African post office, it has been making more

rapid progress in the sale and development of its digital private exchanges. It sees the sale of such private exchanges as one door into the market for equipment in the "office of the future."

But Siemens has yet to demonstrate that it can muster its immense resources to compete effectively in the emerging office equipment market; there have been suggestions that an acquisition might help the company move faster.

Over and above all the divisional problems, a more general factor is apparent. Some company officials concede privately that in retrospect an important aspect of Siemens' post-war strategy was probably a mistake.

This was the decision to concentrate on rebuilding the worldwide business network which was destroyed by the war and to tackle the most fundamental, for example, through the development of an in-house micro-electronics capacity and the creation of a 700-man soft-

ware engineering department in the computer division.

Dr Kaské has made it clear both internally and externally, and not just in relation to the components group but also in other divisions such as computers, that the days when Siemens could afford to do everything are over.

Dr Kaské is also making it clear that co-operation agreements are a key element in the company's strategy. Examples are the ones struck with Fujitsu for the supply of big computers and with Fujitsu Fanuc in the field of numerically controlled machine tools.

Asked recently how the company would face up to the challenges it faces in a period when it can no longer readily predict how its markets will evolve or who its competitors will be, one senior executive answered "flexibly". Introducing this flexibility into any large company is hard. But injecting it into one which has tended to move slowly and carefully is perhaps the biggest challenge Siemens faces.

## UPS or downs

EDITED BY ALAN CANE

## TECHNOLOGY

# New drilling rig promises improved operator safety

BY ANDREW FISHER, SHIPPING CORRESPONDENT

BRITISH SHIPBUILDERS has produced an advanced design for a semi-submersible drilling rig which can operate in such harsh oceans as the Atlantic, off eastern Canada and the North Sea.

The new BS 8000 DP design is said to meet all latest national safety regulations and can be used in severe Arctic weather.

It was off the east coast of Newfoundland that the Ocean Ranger, built by Mitsubishi Heavy Industries of Japan, sank last week with the loss of 34 people.

Unnerved by the capsizing of the Alexander Kielland rig nearly two years ago in Norwegian waters, when 123 people died, the Norwegians, for example, have tightened safety rules and will put future rigs under stricter scrutiny.

British Shipbuilders has orders for three semi-submersible rigs at its Scott Lithgow and Cammell Laird yards, but it is Asia which is making most of the running in new

construction.

Altogether, some 120 semi-submersibles are used around the world for drilling. More than 50 are being built, including 15 in Japan, nine in South Korea, and four in Singapore. In Europe, apart from BS, Finland is building four, Norway five, Sweden three and France four. Three are under way in the US.

The design work on the rig was done by VO Offshore, part of BS. Its hull configuration will minimise heave motion and maximise load-carrying capacity. The operating weight is 40,400 tonnes, including a payload of 8,200 tonnes.

Mr Atkinson said that the BS design team had decided to take a "quantum leap" and go for an extremely heavy duty design which could work in even deeper waters in areas remote from sources of supply.

The design includes full dynamic positioning (computerised thruster control) for drilling in 1,500 metres of water and dynamically assisted catenary moorings in 450



The Henrik Ibsen, sister rig to the ill-fated Alexander Kielland which was lost in the North Sea developed a list while at anchor in Stavanger. (Right) an artist's impression of British Shipbuilders' design for a semi-submersible rig to meet the harshest of sea conditions.

metres.

One prospective area for increased drilling work is in the North Sea off Norway above latitude 62 degrees. Here, drilling has been limited to summer because of the harsh conditions. But this may be extended beyond summer months.

Among the safety aspects of

the BS heavy-duty rig design is its ability to survive with one column out of action, a deck which will be watertight even if it heels over, and plenty of bulkheads to contain flood water in case of emergency.

The efforts of BS to increase its limited penetration of the offshore market come against a background of steady growth in the world's mobile drill rig fleet.

Mobile vessels are also being increasingly used for production as opposed to exploration drilling.

Around the world, 12 mobile rigs are used in production. Seven semi-submersibles, three jack-up rigs, and three tankers. The BS 8000 DP is designed for drilling or production use.

More information on 021-550 1827.

## Controlling poultry packing

COMPUTERS are now starting to move into the already highly mechanised world of food processing. Fraser Williams Group's Canadian subsidiary Buckley and Kelling has developed a computerised system for meat packing plants.

Designed around Honeywell's Level six computers, the system controls the production line, processes orders, handles shipping and keeps track of the inventory.

The first system has been installed in one of Canada's leading poultry packers, Tendr-fresh. Data for production control is gathered automatically from microprocessor based weighing scales. The data is used to build up detailed information about differences in ordered and delivered product weights.

More information on 021-550 1827.

## Microprocessors for the farm

MICROPROCESSORS can now be found on the farm thanks to a Leader Micro, a Motherwell company, which has produced an advanced weighing system for farmers.

The machinery monitors the intake of food consumed by animals so that the farmer can adjust the quantity of food eaten to ensure that animals have a balanced economical diet.

More information on 031 335 7840.



## Crop-spray aircraft from Britain

THIS is the Fieldmaster, the first crop-spraying aircraft to be designed in Britain since the mid-80s. The aircraft was put through its paces at Farnborough last week (as reported briefly in Friday's FT).

Designed and developed by NDN Aircraft in the Isle of Wight, the Fieldmaster is the biggest airplane in its class. It has a 50 ft 3 in wingspan and is powered by a Pratt and Whitney turbo-prop engine. Range is 700 miles (1,127 km). The tank holding the material to be sprayed—fertiliser, pesticides or herbicides—is an integral part of the fuselage and located between the engine and the cockpit.

The tank with a capacity of 93.3 cu m is constructed in titanium which is strongly resistant to chemical corrosion, while the nozzles located on the undersides of the wings give a spraying swath of 75 feet. The designers see the aircraft in two other roles, one as a water bomber for forest fires and secondly for oil pollution control.

Turing have not yet been decided but it is expected that the first models will become available in about 15

## Polaroid fast overhead colour transparencies

PUT ON the market by Polaroid (UK) of St Albans is a new 10 x 8 film processor.

After four minutes the two are peeled apart and the positive transparency is allowed to dry before framing.

The film can be used in any 10 x 8 camera to produce a colour negative which is then placed in contact with non-light sensitive polyester positive material, with its attached pod of processing chemicals, and

run through the table-top Polaroid 10 x 8 film processor.

minimum gate delay of only 200 picoseconds compared with 1,000 picoseconds for HMOS.

It features two micron design rules and is Intel's first HMOS process to use wafer stepper technology and dry etching.

The company has built a 4K access ram with 15 nanosecond access time to demonstrate the potential of the new process.

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## Architecture

## Drama in the theatre

by COLIN AMERY

The history of architecture in the 20th century in England will contain a large chapter on the theatre buildings of the period. As beats the birthplace of Shakespeare there has been a continuing tradition of theatre building, from the splendours of Frank Matcham's ubiquitous florid auditoria to the post-war boom which created good buildings in the regions.

It is the post-war expansion that is responsible for the belated birth of the newest theatres in Britain, the home of the Royal Shakespeare Company in the Barbican Centre for the Arts. Of course the most significant theatre building success was the creation of the National Theatre on the South Bank. I do not think that the critics can be attributed to the post-war boom as it had a gestation period that lasted for almost 125 years.

At the National Theatre the architect Sir Denys Lasdun created a building that has a kind of cosmic significance. I believe firmly that in the great Olivier auditorium he has made a space that is intellectually linked to the amphitheatre of Greece. It is a building that is part of a long European tradition and it serves the drama in a way that is often uplifting. The National Theatre has its critics but it has the architectural authority to answer them and time will make changes to a building that has been built to absorb them.

When the Barbican auditorium opens to the public with previews of *Henry IV* in May the RSC will occupy one of the most interesting new theatres in Europe. Playgoers will have a marvellous opportunity to compare the qualities of the National and the Barbican—two venues born of the great debate about the form of theatres that has raged from immediately after the war.

This debate probably goes back to Shakespeare but it has changes to a building that has been built to absorb them.

What is the theatrical essence that the architects have tried to capture at the Barbican? To one word, intimacy. This is a quality hard to establish in a way that also allows the box office receipts to be maintained

at a substantial enough level.

Two thousand people might go to see a play but it would not produce intimate theatrical magic. The new Barbican seats 1,160 people. The audience will sit in rows that are completely undivided by gangways. To retain as much intimacy as possible the volume of the auditorium has been limited by the exclusion of all gangways or circulation spaces. You will enter the theatre from stepped foyers. At the end of each row of seats is a door that leads only to that row. There are three balconies of two rows of seats each that project forward towards the stage. The whole structure of the roof of the theatre is supported by beams that are outside the main volume.

The result of this architectural ingenuity means no one is ever more than 65 feet from the point of command—the position of an actor at the centre of the rated stage. This is an extremely rational and clear solution and already the theatre has a very good "feel."

The kind of democracy that the design represents, with every seat having as good a view of the stage as every other seat, was to have been reflected in a common seat price. In fact this policy will only apply to the studio theatre, The Pit, and the main auditorium will have three price brackets.

The Barbican has learned a lesson from the unfortunate experience of the National where the elaborate stage machinery has never fulfilled its promise.

The stage equipment and the fly tower have been designed to accommodate sets that are likely to be made in Stratford. There is no revolving and no complex computerised systems—after all actors cannot be computerised.

The colours of the auditorium are gradations of brown, giving the desire was for a completely different kind of theatre from the company's home at Stratford. Indeed over the years the interior at Stratford, as originally designed by Elizabeth Scott in the 1930s, has changed completely and been brought nearer to the ideal of the Barbican.

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a sense of a dark and important room. The only visually jarring element is the mass of stage lighting that has been sited enthusiastically from the ceiling.

Technical advisers always recommend an abundance of their particular products and in the case of theatre lighting little advance has been made in its actual design—it can be very obtrusive.

What kind of architectural experience can be expected when you pay your first visit

to the Barbican? The architects are keen that the nature of the materials should be understood. You first step on to hard surfaces, brick floors, and then wood, and finally carpet. As the architect Christophe Bon rightly says: "Carpet is a noble material." The walls are masonry—to fact concrete with a dark aggregate from the West Country.

There is an important transition from the large, nobly sited foyers to the small glow-

ing shire that is the theatre. Wood surfaces are thick and substantial, hand-rails are solid bronze—there is a feeling that the place has been built to last hundreds of years.

There is a skilled architectural imagination at work in the Barbican Arts Centre: it may not be a masterpiece but it is omnipresent and powerful.

The new home of the Royal Shakespeare Company gives the whole centre a warm and human heart.

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## Porchester Hall, W.2

## Psychedelic revival

A chance to take the temperature of the psychedelic revival at the Porchester Hall, plumb in the heart of the original London psychedelic movement of the late sixties, was too good to miss. Memories of long hair and kaftans, smouldering incense sticks and freaky light shows, as a passive crowd huddled together in a drugged haze while meandering rag-a-music took them on mystic acid-induced trips. Well, that was the memory.

Porchester Hall turned out to be the perfect spot for a Masonic ball, late 1920s municipal solidity with just enough art deco ornamentation to give it period charm. The sparse crowd looked as if it was auditioning for a film about the Beatles—all mini skirts and thin ties. One or two could have stepped off the Sergeant Pepper album, but in the main this was Swinging London reincarnated rather than zonked out Haight Ashbury.

Perhaps the record company trying this psychedelic idea in the form of an album, *Splash* of colour, is right. The British rock groups of the late sixties—the Yardbirds, the Move, Traffic—were influenced by the Californian drug culture which made San Francisco the new

Shangri La. But only at the margins, and she three bands that flashed across the stage of the Aldwych a few years ago, have surfaced again, to play against a more appropriate background. Peter Whitbread's *Live and be Hanged* is a romance, with love that is lasting and never lesbian, and lots of good bard fighting in which the girls are usually to be found in the forefront. It is given a wonderfully mobile production by Michael Meacham on the Haymarket's generously adaptable stage.

In their last play, Ms Bonny and Ms Read seemed to be vaguely promoting "Women's Lib." Mr Whitbread has no such idea. If he is, that piracy wasn't all that much worse than the activities of a British Government in the West Indies during the 18th century, when they provided slaves not only for the British settlers—but for the Spanish colonies as well. This point is well put by John Cunningham as Calico Jack Rackham, captain of the pirate ship Fancy Free, in which the ladies served (or rather were served, by each of the men in turn, but never on Sunday). It was the last point he put to Governor Wood Rogers before he was hanged. Both the ladies, however, save themselves from

hanging by pleading pregnancy.

On the whole, however, the play is pure romance, not to be taken any more seriously than *Treasure Island*. Indeed we hear lines like "I swear to thee Lawyer Kiosale, by my promotion and my bones of glory," in the mouth of a lieutenant in the Royal Navy. Here I would blandly suggest that Mr Whitbread should re-write most of the play, for the lively songs, mostly based on shanties, and even some of the dialogue, are overly bawdy, while in every other way this would make an ideal piece for young people at holiday times.

It is a never-failing pleasure to watch, anyway, with the constant changes of scene designed by Patrick Robertson swiftly and economically achieved, while the action goes on, and attractive slides paint the Caribbean backgrounds. There is much doubling: 60 parts are played by 18 players and only the principles can hope to offer performance in style. Mr Cunningham's Calico Jack, in spite of his republican notions, is a geotimely chap, but neither Amanda Hillwood nor Karen Mann, as Ann and Mary, could be called ladylike. They are real tearaways, as pirates should be.

David Murray's *Eugene Istomin*

is a masterful performance,

but it is a pity that the

music is not heard.

ANTONY THORNCROFT

is hereabouts we think of Mr Istomin chiefly in the celebrated partnership with Isaac Stern and Leonard Rose. On his own, as yesterday afternoon, he is a pianist of consistent distinction, gentle in manner, without histrionics. The manner is adapted delicately to various music, but remains recognisable, the monstrosities, of course, and it was Istomin manner. It expanded easily, convincingly, if the Mozart Allegro wanted slightly more brilliance, the Beethoven Adagio was beautifully etched, the second subject was unexpectedly bold and forthright, its sudden swells more like calls to attention than surges of feeling, and the midpoint introductions more declamatory than questioning. Some of the drive of the outer movements faded in their middles, and had to be forcibly revived for the endings.

The rest of Istomin's music

was on a smaller scale. Bach's E minor Toccata and Fugue, BWV 808, was amicably didactic in style, contrapuntal points carefully marked and savoured; pianists Bach, not for purists. At the end of the programme came Chopin, fairly domesticated: the op. 13 Nocturne in F' sweet and simple, without dramatic pretensions to its central section, and the 4th Scherzo so teasingly skittish of pulse that it scarcely built towards its luminous peroration. In detail, the playing was full of musically pleasures.

The signal success were

Mozart's late D major Sonata, K.576, and the 1924 Sonata of Stravinsky. Istomin adopted a surprisingly similar address for each of them, *musica mundana* of course, and it was Istomin manner. It expanded easily, convincingly, if the Mozart Allegro wanted slightly more brilliance, the Beethoven Adagio was beautifully etched, the second subject was unexpectedly bold and forthright, its sudden swells more like calls to attention than surges of feeling, and the midpoint introductions more declamatory than questioning. Some of the drive of the outer movements faded in their middles, and had to be forcibly revived for the endings.

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## FINANCIAL TIMES

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Monday February 22 1982

## A very Irish outcome

WHILE THE Irish deserve congratulations for winning the Triple Crown at rugby over the weekend, the results of their general election are unfortunately less positive.

The election was precipitated when Dr Garret Fitzgerald introduced a tough budget last month designed to deal with Ireland's severe, though soluble, economic problems—only to find that he lacked the support of sufficient independent members of the Dail (Parliament). For a time, it looked as if he had at least served to concentrate the mind; the campaign was fought almost entirely on economic issues in a way that has never happened before. At the end of the day, however, he seems to have lost.

For Dr Fitzgerald to have any chance of forming the new Government on March 9 depends on his renewing the coalition with the Irish Labour Party and wooing another handful of members from small parties. The Labour Party meets today to consider its position and may well decide to go it alone. The independents are more likely to go with Mr Charles Haughey's Fianna Fail.

### Mavericks

Thus Mr Haughey probably has it, though even here there could be wrinkles. As the Prime Minister before the previous election in June, he received much of the blame for the deterioration of the economy. Under another leader, Fianna Fail might have won outright this time and he could still be challenged from within his own party in the next couple of weeks.

Yet, whatever the outcome, the pattern is pretty clear: there will be another Irish Government condemned to rely on a majority of at best one or two maverick votes. On the face of it, that need not seem too bad. The ideological differences between the two main parties are not all that great; nor are the economic difficulties. Statistics showing a balance of payments deficit equivalent to 13 per cent of GDP and a treasury deficit equivalent to 12 per cent need to be seen in the context of what is still a small, developing economy. Ireland also has some compensating advantages such as rapid growth of output and productivity and the absence of old industries —

### Assembly

Yet it is worth remembering that when Mr Haughey was Prime Minister before, he was instrumental in improving Anglo-Irish relations and was capable of taking a radical approach to the Irish question. Mr Haughey may not like Mr Prior's idea of a new Northern Ireland assembly, but it can be coupled in the longer term with the further development of relations between London and Dublin, there could be dialogue. As on Ulster, so on the Irish economy: it comes back to the need to be bold.

## A challenge for big investors

IT IS now generally accepted that the long-term decline of the UK economy cannot be blamed on its highly developed financial system. Whatever else it may have achieved, the Wilson Committee's report two years ago produced convincing arguments on this score. But an issue which has not been put to rest is whether the financial system in its present form can be expected to play a positive part in checking—and then reversing—the decline. A high proportion of the nation's savings is directed into pension funds and life insurance companies, institutions which should have long-term investment horizons. The question is whether they are doing all that they could to encourage and support those industrial companies in which, taken together, they often have a controlling interest.

The answer is that they are not—according to Sir Arthur Knight, who as a former chairman of both Courtaulds and the National Enterprise Board has seen two sides of the problem. In a pamphlet published today, he argues, that the investing institutions are not equipped to take a view on the long-term strategy of industrial companies. The suggestion is that their objectives are too short term, which in turn means that their interest in a company tends to be concentrated on its immediate financial outlook.

### Monitor

To remedy this, he proposes that the institutions should set up a number of highly qualified teams, under the leadership of an experienced industrialist, whose task would be to monitor the performance of the UK's biggest companies over a long period. This objective would be to improve the quality of management, and to gain the support of investors for projects which may not have a short-term pay-off.

The trouble is that it is not at all clear that the ability of large companies to undertake a desirable level of development projects has actually been damaged by the alleged preoccupation of their main shareholders with the short term.

In practical terms, the monitoring teams could turn

"HIS BUDGET is not going to fly—anyone who believes that it will is nuts," Congressman Leon Panetta, a Californian Democrat.

"I have no questions for you, because, very frankly, I would not believe the answers you would give," Congressman David Obey (Democrat, Wisconsin) to Mr David Stockman, President Ronald Reagan's Budget Director, in the House Budget Committee.

"Jonestown economics," a description of Mr Reagan's economic programme by Mr Lane Kirkland, president of the AFL-CIO labour federation, in a somewhat distasteful reference to the 1978 mass suicide by members of the People's Temple in Guyana.

Such comments, culled in the two weeks since President Reagan unveiled his proposed 1983 Budget, are representative of three fairly universal features of the economic debate that is now raging in Washington.

The first is the belief that Mr Reagan has little or no hope of getting his Budget through Congress in anything like its present form. The second is the suspicion that the calculations it is founded on are, to say the least, suspect. The third is the growing bitterness that is entering into the whole debate about Reaganomics.

The reception so far accorded Mr Reagan's budget has ranged from lukewarm, if qualified, approval to outraged rejection. The word "disaster" has started cropping up to describe it. And it is not just the Democrats who are sceptical. Many leading Republicans have confessed to a considerable degree of unease.

Mr Reagan nevertheless remains convinced that it is only by sticking to his original budget policies of tax and spending cuts (except, of course, for defence) that he will steer the American

recession he had scored smashing congressional victories to secure a record \$36bn in spending cuts out of the \$41bn he had demanded and most of the tax cuts—25 per cent over 2½ years, against 30 per cent over three.

There is a good deal of truth in this. It is also true, however, that today's political and economic circumstances are vastly different from those that existed 12 months ago.

This year, many of those who marched unquestioningly through the voting lobbies with Mr Reagan are no longer able to suppress nagging doubts. The recession has persisted much longer than the Administration ever contemplated, and has yet to reach its trough.

Unemployment is near its post-war record as are real interest rates. Mr Reagan has long since admitted that there is no way he can fulfil his campaign promise of a balanced budget by 1984 and instead is proposing a series of huge, if declining, deficits as far as the eye can see into the future.

Wall Street is depressed and jittery, not only about the implications of the deficits for interest rates but also about the effects of the recession on business and profits.

The only good news has been on the inflation front, where the consumer price index increased to an annual rate of 8.9 per cent in December.

But even that was largely due to the recession, and paradoxically, the faster the expected drop in inflation has thrown

the Administration's budget

out to be cumbersome instruments and they could well be difficult to staff with people of sufficient quality. The past efforts of investing institutions to act together on anything but an ad hoc basis have not been too encouraging. But there is certainly a problem to be tackled. Companies need the spur of a strong proprietorial interest. Sometimes that can come from a large family shareholder. More often these days it takes the form of a determined holding company—often run by a tough entrepreneur with a big shareholding or his own—which monitors the performance of its different subsidiaries and allocates funds according to their prospects.

### Dialogue

But in too many large companies in the UK, managers are only responsible to each other. Unless they run into a financial crisis, they are free to bid for other businesses, pay dividends, raise new equity, and generally live in the style to which they have become accustomed. Even if the business starts to deteriorate, institutional shareholders are reluctant to intervene, fearing themselves ill-equipped to raise serious objections to board policies. Generally they are only willing to make their voices heard on relatively straightforward issues, like golden handshakes.

The appealing feature of Sir Arthur's proposals is that they might encourage company managers to build a constructive relationship with their shareholders based on a proper understanding of the risks and rewards involved in each business. Such a dialogue would be of advantage to both parties. Managers would find it easier to plan ahead without having to look permanently over their shoulders at the daily movements of their share price, and shareholders would benefit from a more efficient use of their resources.

Whether the idea of full time monitoring teams is appropriate is a matter for debate. If they think not, the institutions will have to come up with something better. When it comes to exercising the responsibilities of a proprietor, an annual luncheon meeting is just not enough.

## Men & Matters

### Culture vultures

Sad news from the industrial front for the culture and Beaux-Arts set. Michael Foot's discovery of the Shop Workers' picket line at Foyles may be just another early symptom of an outbreak which could grow to epidemic proportions.

The Foyles haptic centres around the right to union membership, but spotlights once again that Warren of the book world's idiosyncratic approach to employment. By recruiting its staff largely on a temporary basis it not only preserves that refreshing Foyles' attribute of the customers often knowing more about the stock than the employees but also casts a neat detour around irritating labour legislation.

However, there may be more to this than a simple tale of workers and rights. It does not require a long memory among the local Volvo crowd to recall that Tuttons, one of Covent Garden's trendier scrabbled-sable wine bars, also felt the force of union recruiters recently.

Some further sway, geographically if not gastronomically. Bernard Matthews has found his stately home-cum-turkey co-op in Norfolk the unlikely target of a union seige.

Now, as if it were not bad enough to be faced with a strike on his 88th birthday, Sir Harold Macmillan's family group, Macmillan publishers, is faced with guerrilla action from its journalists ("our average salary was £6,100. A typical member has a degree and three years' experience"), which potentially delays publication of books and therefore may throw the rarely aware staff of Foyles into even greater confusion.

Word from my man on the picket lines is that this is all part of a general campaign among the unions. With members slipping away into the dole queues elsewhere recruiters are being urged to turn their attention to the soft under-belly of our society—the wine drinking,



"Could we have this note from Alexander Haig decoded? It seems to be all asterisks."

### Room service

The London hotel front is always good for a bit of oomph and thrust rivalry. Its star players move as frequently from team to team as soccer forwards and the figures involved are sometimes almost as damning. The two battles to watch at the moment are the Carlton Tower (now under new managers, Hyatt) v. the Inn on the Park (the Canadian Four Seasons group) and Middle Eastern-owned Dorchester and that glittering star of the Trafalgar House stable, the Ritz.

Apart from agonising over the future of the Topolski murals which Hyatt intends stripping from the walls of the Carlton Tower's gilded foyer, the U.S. group has predatory aims on the custom that flows to the Inn. The Maple leaf-swinging neighbour of the Hilton is the most expensive staff of Foyles into even greater confusion.

sive, and probably the busiest, de luxe property in London. But "We have a better location and we'll be a better hotel," says Hyatt, unwrapping its cheque book...

You can judge the cost of battle in this league of bed and board by the fact that Trafalgar House's own revamp of the Ritz—"we think the future of hotels is in places like this"—is down to the last few traces of scaffolding and cost £5m. It has now recruited a new maître chef des cuisines in the roundabout shape of 35-year-old Michael Quinn. The Quinn background, which includes running the culinary side of the Bear at Woodstock and the Gravetye Manor, is almost as impressive as his declared cookery.

The single went to No. Two in the British charts and sold 3m copies world wide. Then

As far as the records themselves are concerned, the news is not good. The RPO did the recordings for the standard fee—£40 a session for each player, plus a 15 per cent management fee for the orchestra. There was no point in asking for royalties: another orchestra would have jumped at the chance of session work.

But the ever-optimistic Newman tells me, he has hopes. Perhaps K-Tel will show its appreciation of the U.S. triumph by giving the RPO a little bonus. The £30,000 needed to clear its 1980-81 overdraft would do nicely.

### Bad form

Shocked by the abuse being passed on officialdom for its incomprehensible forms and reports, this column wishes to redress the balance. Form fillers can also err.

I turn to my old friends the Civil and Public Services Association for an example.

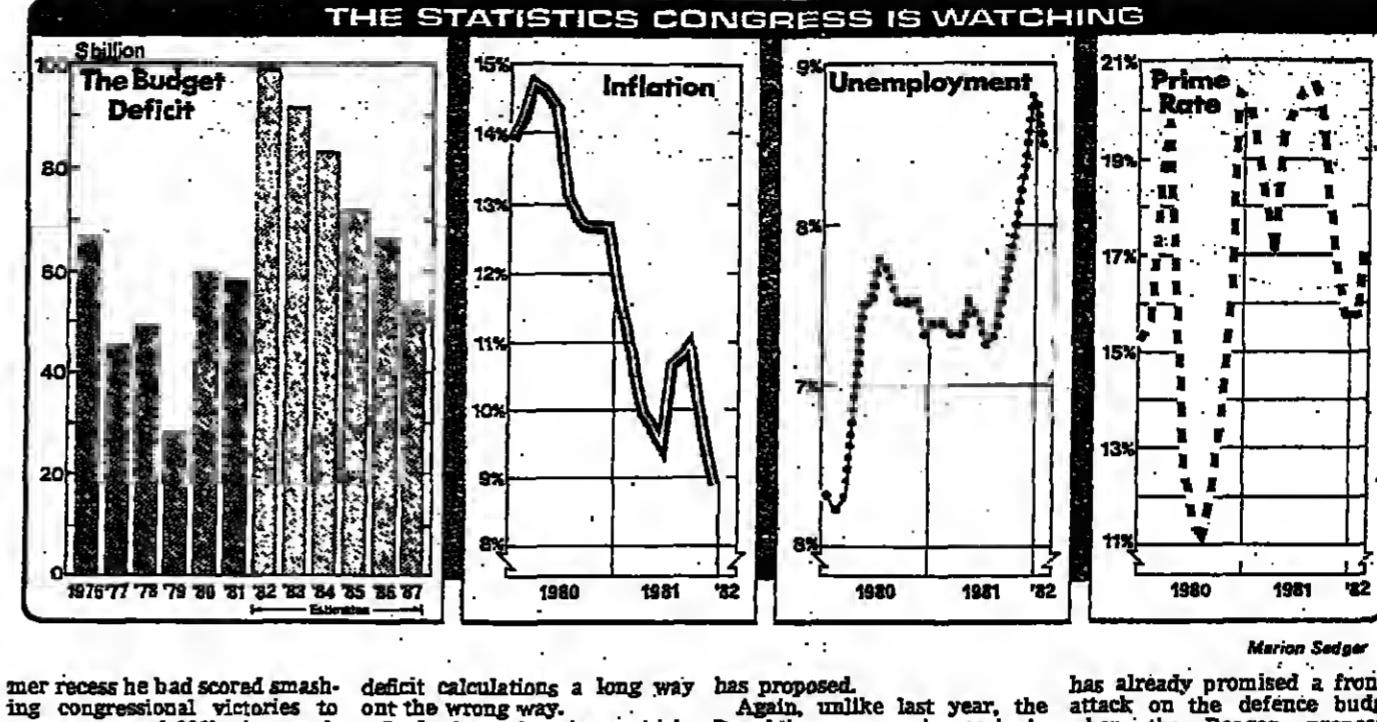
Question on form: "Does the course involve any paid practical training: e.g. sandwich course?" Answer: "No, he comes home for his dinners."

Observe

## AFTER THE U.S. BUDGET

Why Reagan may lose this time

By Reginald Dale, U.S. Editor in Washington



since warned against reading too much into the remark and stressed that it has seen no sign so far of anything remotely resembling such an alternative.

Mr Reagan, it has been repeated over and over again, remains adamant that there shall be no serious interference with his defence budget or with his determination to keep his tax-cutting programme intact.

He would be unlikely, of course, to suggest willingness to compromise so soon after presenting his proposal to Congress. But there can be no doubt that he regards defence spending and tax cutting as the twin centrepieces of his budget—regardless of the views of many economists inside and outside Government that the two are mutually incompatible.

He is totally unrepentant about his plans to increase defence's share of the budget from its present 24 per cent to well over 30 per cent in the years ahead, pointing out that even if defence rises from 5 per cent to 7 per cent of GNP that is still low by the standards of the 1950s and 1960s.

It will help if recovery gets under way, accompanied by falling inflation and interest rates, a development that Mr Reagan came near to guaranteeing by opposing Mr Carter's freeze on all spending at 1982 levels—including defence spending which would then be limited to real growth of 3 per cent in each of the next two years.

His proposal, designed to achieve a \$4bn surplus in fiscal 1983, was immediately described as "intriguing" by Senator Howard Baker, the Republican majority leader in the Senate, one of the men whose job it will be to steer the Administration's budget through the legislative process. The Hollings plan is most unlikely to "fly," but it has at least broadened the area of debate.

Other proposals have included increases in defence spending somewhere between Mr Hollings's freeze and Mr Reagan's 18 per cent rise, increased excise taxes and the postponement or reduction of the two further 10 per cent cuts in individual income tax due in this July and the following July.

The AFL-CIO under Lane Kirkland, traditionally keen on defence spending for the jobs it provides, last week suggested that Mr Reagan was going to do more to see that his present budget plans will even do that.

There is scepticism in many quarters over the Administration's optimistic forecast of 5.2 per cent economic growth in calendar 1983, and more specifically over his \$56bn deficit reduction programme.

In all these circumstances it is hardly surprising that a number of Congressmen, and others, have already started coming up with their own alternative budget proposals, many of which, at least on the Democratic side, would cut quite sharply into defence spending. Mr Tip O'Neill, the Democratic Speaker of the House of Representatives,

is already promising a frontal attack on the defence budget with the Reagan proposals reach the House floor.

First off the mark was Senator Fritz Hollings, a centrist Democrat from South Carolina, who proposed a freeze on all spending at 1982 levels—including defence spending which would then be limited to real growth of 3 per cent in each of the next two years.

But many other Republicans are appalled at the way Mr Reagan appears to be abandoning traditional Republican dogma by proposing such huge

deficit calculations a long way out on the wrong way.

It is becoming increasingly difficult for the Administration to counter the charge that it is Mr Reagan's policies, not the hangover from President Carter's that have brought the country to this situation—the "Reagan recession," the Democrats now call it.

That would matter less if Mr Reagan were it not for the fact that 1982 is an election year.

The word 'disaster' has started cropping up in the headlines and many leading Republicans have confessed to a considerable degree of unease.

### Cuts would carve deep into social programmes

late spring or early summer. Private economists agree that the "upturn" will indeed materialise, but doubt that it will prove as strong as the Administration expects.

Dr Alan Greenspan of Townsend Green, for example, believes the Administration's 5.2 per cent growth forecast for next year should be more like 4 per cent.

Many economists fear a return to higher inflation and interest rates as activity picks up. If those fears prove justified, it will make the Republicans facing re-election even more edgy as

# FINANCIAL TIMES SURVEY

Monday February 22 1982



# CANADA

A constitutional row is all but settled. Economic nationalism is in retreat to soothe foreign investors. But regional tensions and steep business setbacks pose pressing problems for policy makers.

## Struggle for unity and power

BY W. L. LUETKENS

CANADA is North America with a European accent for better or for worse. The open spaces of much of the countryside are "America," as are the towering blocks of the big cities, the climatic extremes from arid summer to sub-arctic winter, the technology of this vast but sparsely populated country, and the practices of private business.

Europe is the source of Minister, to give Canada's tradition of law and order, originally imposed by the British Crown and never broken by anything like the American Revolution. Europe has given it the always nagging and sometimes acute friction between an English-speaking majority in the population and a French minority. A long-established tradition of government direction of the economy is European in origin, as are the often obstreperous trade unions. Canada even has a social democratic party, the New Democratic Party, which is well represented in the Federal Parliament and provides the governments of two of the 10 provinces.

The will to hold together this separate and yet so diverse part of North America explains much of the recent upbeavals in Canadian politics: the bitter fight against separation in French-speaking Quebec; the prolonged campaign of Mr Pierre Trudeau, the Prime

### Future changes

A formula has been devised by which future changes can be made in concert by the Parliament in Ottawa and a majority of the provincial legislatures. Since Westminster has for generations not acted against Canadian wishes, the

change may be more symbolic than of immediate practical significance. But it is of such symbols that national identities are made.

Mr Trudeau may have paid a heavy price. The Quebec Government of Mr René Levesque was outraged by his reform, and more particularly, by finding itself abandoned by the other English-speaking provinces which at first seemed to go along with Quebec's opposition to the centralising elements in the constitutional package.

What hurt especially were two provisions. If Quebec (or any other province) makes use of its right to "opt out" of any federal economic programmes adopted by constitutional amendment, it will not be afforded financial compensation enabling it to do something similar in its own way.

In addition, the Charter (or Bill) of Rights forming part of the package guarantees the children of Canadians the right to education in either English or French, whichever is their parents' language. Quebec's own language law wants to restrict that right to the children of English-speaking Quebecers in order to ensure the primacy of French in the province.

Most serious of all, in the heated debates while the package was put together, Quebec lost the right to veto future constitutional change which Mr Trudeau had originally intended to concede. Mr Levesque is trying to retrieve that position in the courts, falling back on the argument that Canada was born of a contract between the English and French in the 18th century.

The case is almost sure to go to the Supreme Court. Judging by a previous Supreme Court judgment in the constitutional

argument, Mr Levesque is unlikely to win there unless his lawyers can find new arguments.

In Quebec the outmanoeuvring of Mr Levesque has produced an outburst from the separatist minority which severely shook Mr Levesque's Parti Québécois (PQ). As it is, the PQ Government is in quite enough trouble because of the recession and because the cost of an overblown bureaucracy which at first seemed to go along with Quebec's opposition to the centralising elements in the constitutional package.

Anglo-French tensions are a

hurtful part of the Canadian system. The historic pattern has been for Quebec always to push for the greatest possible degree of say in its own affairs. But the economic argument for remaining within Canada has always prevailed and has been reinforced by the recession. In spite of plentiful hydro-electric resources, Quebec would find it

hard to maintain a North American standard of living.

Quebec nationalism is not the only strain on Canadian unity. The Atlantic provinces, with their dependence on fishing and forestry, have more in common with America's New England States than with far-away Vancouver. Toronto has more in common with Chicago than with the grain farmers of the prairies. Brasilia Albert, growing rich on oil and gas, is often at loggerheads with the manufacturing provinces of Ontario and Quebec which groan under the higher prices for energy.

Policy makers in Ottawa are afraid that market forces, left to themselves, would tear the country apart. Hence the tradition of economic nationalism and intervention. In its original 19th century form it amounted to tariff protection behind which a domestic but increasingly American-owned manufacturing base was created.

The fear of being dominated by Canada's powerful southern neighbour and the tearing down

of tariff walls by the Gatt have cut the ground from under that policy. The new economic nationalism consists of carefully screening new foreign direct investment and of an assault on foreign ownership of gas and oil.

A succession of rows with Washington have been the inevitable consequence, but foreign investors elsewhere are unhappy too, though less vocal. So does the realisation that improved methods of forest management could permit a vast expansion of the lumber, pulp and paper industry, and the more efficient railways and port facilities would make possible an increase of Canadian grain output by about a third. At present there are no facilities to bring such extra quantities to market.

Such a new strategy, complemented by the encouragement of capital-intensive high technology, would fit in with the prospective reduced rate by which the population of working age is growing. It would also increase Canadian vulnerability to the vagaries of world markets.

That vulnerability is high enough already. The country has been dragged into the American witches' brew of recession and high interest rates.

Business investment plans have shelved off steeply this year and unemployment, already high, will climb above 8 per cent.

Because they are giving priority to the fight against inflation, which pushed up consumer prices by 12.5 per cent last year, neither the Government nor the Bank of Canada has shown any willingness to abandon an increasingly restrictive financial policy and stringent monetary management. Any relaxation, they fear would cause a run on the Canadian dollar.

The unanxious placas of the provincial premiers, Mr

Here there is a distinct shift of emphasis from an attitude common in the 1960s and 1970s that Canada must broaden its manufacturing base so as to cease being a country of "heavy" or wood and drawers of water.

The new assumption is that the resource base is broader than thought. Finds of hydrocarbons in the North and off the Atlantic shore bear that out.

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### CANADA IN PERSPECTIVE

Area

● CANADA	10m sq km (3.9m square miles)
U.S.	3.3m sq km (1.3m square miles)
UK	243,000 sq km (94,200 square miles)
West Germany	196,000 sq km (76,000 square miles)

Population

● CANADA	23.9m
U.S.	217.6m
UK	55.9m
West Germany	61.6m

GNP per head (in U.S.S. 1980)

● CANADA	10,293
U.S.	11,536
UK	9,287
West Germany	13,383

Canadian dollar

Exchange rates:

CS1=about U.S.\$0.83,

£0.44, DM 1.96.

Levesque included, for reflation should not obscure the fact that their interests vary greatly. The new industrial strategy is bound to bring that out. Its shift towards resource development would accelerate the drift of economic power from central Canada to the West, because that is where most of the resources are.

That drift could produce strains within federation quite different from the historic Anglo-French frictions. It could also help by righting what Canada's West has

always considered to be a lopsided distribution of influence.

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This survey was written by W. L. Luetkens and Roderick Oram in Toronto; with Robert Gibbons in Montreal; Roger Newman in Winnipeg; Jim Rusk in Ottawa; Jeff Salter in Edmonton; Lyndon Watkins in Halifax; W. A. Wilson in Ottawa; Michael Donne and Roy Hodson.

Editorial production: Mike Wiltshire; design, Phillip Hunt.



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## CANADA II

W. L. Luetkens explains why the country's progress remains uncertain this year

## U.S. shadow looms over economy

THE CANADIAN economy is uncomfortably doing the splits, poised between a dismal present and a bright though not fully assured future.

The present is one of uncomfortable high unemployment, inflation and interest rates, and of evident structural maladjustments in the manufacturing industries of Ontario and Quebec.

The present difficulties of the economy are the direct result of the world economic climate and especially of the U.S. recession which split over into Canada with a vengeance half-way through last year. They have been aggravated by Canada's belated adjustment to the surge of energy prices in the world during the 1970s.

Price increases which many other industrialised countries absorbed earlier are feeding through the Canadian system at a particularly uncomfortable moment. The consumer price index rose by 12.5 per cent last year and a further rise of 11-12 per cent is forecast for 1982. The impact on Canadian manufacturers, with their close ties to the U.S. market, was worsened by last year's substantially lower U.S. inflation rate of 8 per cent. That gap is unlikely to narrow much if at all this year.

To counter the trend the Bank of Canada has for several years been following a restrictive monetary policy. To some extent that makes it the prisoner of U.S. interest rates.

Unless Canadian rates, and especially short-term rates, are kept above those in the U.S., Canada, with a structural current account deficit, would face a run on its currency releasing further inflationary pressures. It is estimated that

every percentage point by which

the Canadian dollar drops against the U.S. dollar quickly adds about 0.4 per cent to Canadian living costs.

To restrain inflation, fiscal policy at Ottawa has been shifting to a tighter rein. In spite of many blemishes on it, economists by and large approved of the trend of the federal budget introduced last November. The medium-term objective is to reduce net borrowing requirements from C\$10.1bn (about £4.5bn) in 1980/81 to C\$6.4bn in 1985/86.

In the current year top personal marginal tax rates are to be brought down substantially as an encouragement to saving and investment, though the Finance Minister, Mr Allan MacEachen, has taken away with one hand much of what he has given with the other; a number of tax exemptions are to be reduced or abolished. The measures were ill thought out and caused a political storm.

What hurts more is the unemployment rate, which averaged 7.5 per cent in 1981 and is expected to go above 8 per cent this year, and the big real interest rates. The monetary policy of Mr Gerald Bouey, Governor of the Bank of Canada, has come under almost unanimous attack from the opposition, from manufacturers, and also from the 10 provincial premiers. It has also caused some dissension in the government party.

Among these groups the view is widespread that Canada should cut adrift from U.S. interest policies, courting a decline of the exchange rate. The last decline, begun in 1976, which brought the Canadian dollar from around par with the U.S. currency to somewhere

saying so. Canada has a structural merchandise trade surplus, which came to C\$6.5bn in 1981, though the current account is likely to have been in deficit to the amount of C\$7.5bn.

Interest paid on Canada's large foreign debt is a major element in that deficit. Since most of the debt is denominated in U.S. dollars a decline of the Canadian dollar automatically would increase the cost of debt service.

Exchange controls are occasionally discussed in an academic sort of fashion, but are not really considered to be practicable in a country as closely linked with the U.S. The border would prove porous, as the saying goes.

Controls of another kind, however, are less of a non-starter. Wage and price controls were in force in 1975-78. Labour hated

them but some policy-makers in Ottawa believe that the experiment was not entirely useless. Many commentators expect to see a reversion to controls this year, though at this juncture there appears to be little official inclination to go down that road.

Ottawa's immediate strategy appears to be to get through the recession as best as possible using present policies, with hints of an expansionary mini-budget later this year if the hoped-for U.S. revival does not come about.

### Resources

Long-term strategy is to bank on the country's resource base, complemented by incentives to high technology industries. The implication is that the traditional manufacturing industries will largely have to fend for themselves. In practice, however, they have benefited from several rescue operations.

A recent Government policy paper spoke of C\$440bn of these so-called megaprojects in prospect by the end of this cen-

tury. The figure is huge but ought to be seen in perspective. Total business investment topped the C\$50bn mark last year alone. Nevertheless, not all of these projects are likely to be realised; both money and skilled labour will be in insufficient supply.

Coupled with the Government's intention to reduce foreign ownership in the Canadian oil industry and a critical attitude towards foreign direct investment in general, the strategy adopted in Ottawa implies an acceleration of a trend already established—to finance industrial development by foreign borrowing rather than by importing venture capital.

Traditionally Canada is a net importer of long-term capital. Between 1970 and 1980 the annual net inflows varied between C\$623m and C\$427m. But in the mid-1970s the emphasis shifted heavily towards fixed interest borrowing. The previous net inflow of direct investment was reversed, producing net outflows under this head of C\$2.2bn in 1980

	Assets End-year (C\$bn)	Change on year (%)	Foreign asset share (%)	Balance of revenue Year (C\$bn)	Change on year (%)
Royal Bank of Canada	87.516	+39.3	39	637	+71
Canadian Imperial Bank of Commerce	68.945	+26.6	30	420	+39
Bank of Montreal	62.780	+30.6	35	458	+43
Bank of Nova Scotia	50.138	+16.1	49	267	-11
Toronto-Dominion Bank	44.562	+22.6	39	308	+54
Aggregate of all 11 Canadian-owned chartered banks	343.974	+27.5			

Source: Canadian Bankers' Association, Annual Reports, Banting.



alone. Several causes were at work, among them the more attractive business prospects in the U.S. but also the carpings of Canadian attitude towards foreign borrowing rather than importing venture capital.

Even in the medium term Ottawa is betting heavily on the oil price. If it remains soft beyond the end of this year, energy revenues may not reach the expected levels and make a nonsense of Mr MacEachen's budget projections. This year, too, slow growth may cause revenue to fall short of expectations. It all adds up to a difficult 1982 and a lot of question marks for the more distant future.



Pierre Trudeau: two major political ambitions

scorners like to call the White Knight a popular figure whom the Liberal power brokers conjure from a hat to dazzle the electorate when the party is in dire straits. Mr Trudeau was one such when in the 1960s the then Prime Minister, Mr Lester Pearson, called the bright young lawyer, who had little in common with the Canadian establishment, into federal politics.

The potential White Knight most frequently talked about is Mr John Turner, a suave former Finance Minister of Mr Trudeau's, who has gone into a profitable law practice in Toronto. There is no evidence that Mr Turner wants to return to Ottawa politics but if he did he would be the darling of the Canadian business community.

### Alternative

An English-speaking alternative to Mr Trudeau might improve the Liberal's standing in the West (which means everything west of Ontario) where his supposed coddling of French Canadians (though not of Quebec separatists) has never gone down well. But Canadian federal elections are lost and won in central Canada, meaning the manufacturing provinces of Ontario and Quebec, and in particular the former.

The long-term strategy in Ottawa is to meet the economic challenges by building on Canada's considerable raw material base, involving a whole series of so-called megaprojects to develop mainly energy resources. These by their very size call for a considerable role by the government, opening up an avenue for dirigiste policies.

But in any case the unknown factor in the succession race, once it comes, is what Canadian

ism and the social democratic New Democratic Party, perennial number three in federal politics.

That is not an immediate prospect, or one for the next election two or three years away. When it comes—always provided the Progressive Conservatives do not tear themselves apart in a leadership squabble—the Liberals may well need a White Knight. Ironically, because of his personal calibre and because of his prestige in Quebec, heartland of Liberal strength in federal elections, that White Knight might be the conservative social democrat with a liking for power. Mr Trudeau. Only mythical knights have a way of disappearing into the blue yonder.

If the Trudeau prevails, who wants to get back to private life, he might decide to go as soon as his constitutional reform is enacted.

W. L. L.

## Trudeau: the man with a mission

PERFORMANCE AND PROSPECTS (C\$bn)				
NATIONAL ACCOUNT	1979	1980	1981*	1982†
GNP .....	262.2	269.9	326.3	364.2
Real change (%) .....	+3.0	—	+2.7	+0.6
BUSINESS				
Business investment plant and equipment .....	39.1	46.7	54.3	60.0
Real change (%) .....	12.1	8.6	5.4	0.2
Corporate pre-tax profits .....	34.9	37.2	34.7	34.4
EXTERNAL PAYMENTS				
Merchandise exports .....	65.3	76.2	83.3	91.5
Merchandise imports .....	61.1	68.4	77.4	84.2
Merchandise surplus .....	4.2	7.8	6.5	7.3
Current account .....	-5.6	-3.2	-7.3	-9.8
JOBs AND PRICES				
Unemployment rate (%) .....	7.5	7.5	7.5	8.2
Consumer prices (%) change .....	+9.1	+10.1	+12.5	+11.7

\* Estimate. † Forecast.

Source: Toronto-Dominion Bank, Economic Research Department.

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A SLOWDOWN in the rapid growth of the Canadian chartered banks is in prospect for prudential reasons. Loan losses are on the increase, risks are growing both in domestic and in foreign business, and the Inspector General of Banks in Ottawa, Mr W.A. Kennett, has taken a critical look at capital ratios.

For the banks this combination will raise difficult problems of management since asset growth has been the main source of higher profits for a number of years.

In 1980-81 aggregate assets leaped by 30 per cent to C\$350.1bn (about £160bn).

Results were further helped by an improvement of the return on assets of the more important banks to 0.57 per cent, slightly above the long-term average, from a distinctly poor 0.51 per cent in 1979-80. The improvement was brought about both by widening spreads and by containing non-interest costs.

But the banks' capital has not kept pace over the years with the growth of their balance sheets. In 1970 total assets amounted to 22 times capital (defined as shareholders' equity plus reserves plus general provisions); that ratio is now up to 23. The regulatory authority would like it squeezed down to 30, though a lot of detail remains to be settled before something definite emerges.

The banks themselves have already taken action and in 1981 there was a scramble for equity and similar capital. Altogether some C\$20bn was raised. The trouble was that a portion of this money was subscribed not in ordinary shares or permanent preferred shares, but by a variety of instruments such as retractable preferred shares which the holder at some

future date may cash in.

Bankers are pressing the Inspector General to give capital status to retractable preferreds as well as bank debentures, possibly at a rate declining as they approach the date when they may be cashed in or have to be redeemed.

### Consensus

Both sides have hopes of a consensus being reached, but for the regulator it is a different decision. Not only does he have to look at the prudential side, the international competitiveness of the Canadian banks is also at stake.

International comparisons in this area are fiendishly difficult because accounting standards and business practices differ from country to country. But a study made by Gardner Watson, a Toronto brokerage house, comes to the conclusion that the gearing of the big Canadian banks places them comfortably in midfield. Japanese capital ratios are in the 40s, the Swiss are held to a ratio of 12.

The fact remains that to maintain their position, while continuing to grow at the accustomed rate, the Canadian banks would require more new capital than the market is likely to yield in the next few years. Hence the prospect of slower growth.

That constraint may not be entirely welcome in the executive offices because the risks involved in expanding loan portfolios are increasing at home and abroad. Poland may be the most obvious danger point, though the Canadian banks are not especially heavily involved. Their claims on Poland are estimated at C\$400m-425m, a small amount in relation to

their total assets.

But there are some problems closer to home. The difficulties of the Canadian motor and agricultural machinery industries have received wide publicity. Lurking behind them are potential difficulties for the oil industry. The waves of takeovers released by the Canadian National Energy Program, with its objective of reducing foreign ownership of that industry, has left several banks heavily exposed to the vagaries of a highly speculative business.

On top of that there is the impact of current high interest rates on farmers and small businesses—the latter an area where the danger of loan losses is likely to increase this year. As it is, the estimate of aggregate loan losses of C\$850m in 1980-81 (a figure not identical with general loan loss provisions which are assessed on the basis of a five-year average) is high enough.

Given imponderables of this kind, the improvement of the banks' return on assets in 1980-81 was an important event since it can be argued that profitability is at least an important element in prudent management of capital ratios. The improvement resulted largely from the steep rise of interest rates, which had a more rapid impact on revenues than on the cost of funds for nearly all the chartered banks.

But the combination of record profits and high interest rates did cause public relations problems for the banking community. There have been occasional calls for a windfall tax, though it did not come in the budget tabled last November and the Department of Finance appears to be set against the problem of raising bank capital.

High mortgage rates have caused a public outcry and some banks have offered to convert mortgages contracted when interest rates were at their peak.

## CANADA III

Ottawa's new industrial policy has slowed down, rather than reversed, the nationalist trend, as W. L. Luetkens reports.

# Groundswell of economic nationalism is still evident

**ECONOMIC** nationalism in Canada, the bugbear of many a foreign investor, comes in waves. After the high tide of last year's National Energy Programme to reduce foreign ownership of the oil and gas industries, the waters have receded, but the groundswell remains.

Nationalism in Canada derives mainly from the wish to maintain separate identity next-door to a dauntingly large U.S. neighbour, but also from a deep contradiction within Canada. The country has high industrial development side by side with what, unkindly but not untruthfully, can be called underdevelopment.

The level of development is evident to any visitor to Canada—a North American standard of living; much advanced technology; established manufacturing industries in the two provinces of central Canada, Ontario and Quebec, almost half the population lives.

What Canada shares with some less highly developed economies is made plain by a few facts about the country. It depends heavily on the production of raw materials—hydrocarbons, metals and grain. Though it habitually runs a visible trade surplus, trade in manufactured goods is in heavy

deficit. Finally, and most important in this context, foreign ownership of Canadian industry reaches almost colonial proportions.

Mr Herb Gray, generally deemed to be the foremost nationalist in the Liberal cabinet of Mr Pierre Trudeau, estimated in a recent speech that 65 per cent of the gas and oil industry, which is central to the country's economic prospects, was in foreign, overwhelmingly U.S., hands; that 40 per cent of Canada's mining was foreign-owned and 45 per cent of its manufacturing.

When the current Trudeau Government came to power in February last year it did so with a nationalist fanfare. By 1980 at least half the gas and oil industry was to be brought under Canadian control. New and sharper powers were to be given to the Foreign Investment Review Agency (Fira) set up by a previous Trudeau Government. Fira screens foreign investment plans, either takeovers or new ventures, and advises the Cabinet whether to give the green light or not.

Of those intentions, the National Energy Programme is coming in, though in slightly modified form to quieten the uproar caused in the U.S. The plans to strengthen Fira, often derided as a toothless

tiger, have been shelved—for how long nobody can tell. The hullabaloo caused in Washington was a main reason. But underlying it was Canada's great need for foreign capital to compensate for its structural current account deficit and to provide jobs. With that argument reinforced by the North American recession, which has pushed the Canadian unemployment ratio above 8 per cent, the mood in Ottawa has shifted towards a softer approach to the foreign direct investor.

**Policy paper**

Though the National Energy Programme stands, a policy paper released last November, together with the budget for 1982, said that the same policies were "not appropriate" to other sectors. The paper also buried, or at least shelved, three proposals incorporated in the Government's initial policy statement last year.

These were that Fira should monitor the performance of existing foreign-owned companies; that Fira, which at present operates secretly to protect the business interests of potential foreign investors and of enterprises they may want to take over, should submit bids when they are submitted for its approval, giving Canadian interests a

chance to put in their own bid; and that public money should be made available to support such counter bids. (Points two and three do not apply to takeovers made via the stock market, which have to be public by their nature.)

The proposals to monitor the performance of foreign-owned companies has been merged in a larger but as yet undefined suggestion to keep an eye on the corporate citizenship of Canadian companies as well. The suggestion to finance Canadian counter-bidders, among other reasons, was probably dropped because of budget stringencies.

It is not the first time, and probably not the last either, that Ottawa, or more particularly the Liberal Party, has zig-zagged towards and away from economic nationalism. But the new course means that the nationalist trend has been slowed down rather than reversed. A fairly formidable array of nationalist policy implements still exists.

The energy policy is designed in a manner calculated to encourage the use of Canadian technologies and management in the oil and gas fields. Optimists among the economic nationalists believe that these provisions will give a stimulus to research and development in



Mr. Herb Gray, foremost nationalist in the Liberal cabinet of Mr. Pierre Trudeau

Canada and to Canadian-owned manufacturers of, for instance, drilling platforms for offshore fields. Some industries, such as transportation, radio and television, are barred to foreign owners. And though last year's revision of banking legislation after a 14-year break permitted the foundation of foreign-owned banks, it was very double-edged. Strict ceilings were imposed upon the size of their opera-

tions, and foreign-owned financial institutions, operating largely in the wholesale field, were put under pressure to apply for banking status and submit to that regime.

The energy policy led among others to the take-over by the Government-owned Petrocan oil company of Petrofina's Canadian affiliate. It is probable that the adverse impact upon the capital account of the balance of payments was one reason why Ottawa reduced its nationalist ardour.

Moreover, Fira remains in existence to investigate proposed foreign direct investment. The criteria applied almost amounts to a summary of the objectives of the industrial policy which Ottawa is working on.

What effect will the proposed investment have on economic activity and employment and on demand for Canadian-made equipment? Will it encourage further processing in Canada of Canadian raw materials?

Will it help to increase Canadian productivity and technological innovation? Will it further competition? Is it compatible with national policies and those of the Canadian provinces significantly affected?

The sting really is in the first and last points. In a phase

of slow and occasionally non-existent growth, Canada can ill afford to turn away potential employers. Moreover, the less industrialised provinces and those, like Alberta, which depend heavily upon the extraction of raw materials, feel that pressure even more strongly. Fira has hardly ever gone against the wishes of a province in making its recommendations.

## More withdrawals

That explains why over the years only 134 of 2,050 applications from foreign investors have been rejected. The proportion of rejections has remained relatively stable.

What has increased is the share of applications withdrawn, though in their case the grand total of 180 since September 1978 is also relatively small.

Canadian officials argue that Canada is not alone among industrialised nations in restricting foreign control of its industries and that a foreign investor confronted with Fira does at least have an idea of the rules of the game, whereas elsewhere more nebulous, methods may be applied. Fira's record certainly does not look fierce and the Government itself has yielded to U.S. and other pressures to tone down its nationalism. But that is no guarantee that nationalism will not rise again.

## CDC at the crossroads

**POLITICAL PEACE** is urgently needed by Canada Development Corporation, the resources and high technology company, which is 48 per cent owned by the Federal Government, while it wrestles to rebuild its finances. Its balance sheet remains tautly stretched since last summer's deal with ELF Aquitaine of France which left CDC owning Aquitaine Canada, an oil and gas company, and the Canadian assets of Texagulf, the U.S. mining company. ELF took control of the rest of Texagulf.

With debt at \$375bn and rising and sharply depressed earnings (it is soon to report a fourth quarter loss), the company is under great pressure from interest payments and debt covenants to make an equity issue—ideally to be made without a cloud of political uncertainty over the government's role in CDC.

Interest payments are running at about 50 Canadian cents a share against external forecasts of 1981 earnings of \$C1.20 a share.

Private investors have always been cautious about the company, fearing that the Government could try to turn it into a rehabilitation centre for sick companies. The full equity burden falls on the public because the government is prevented by CDC's Establishing Act of 1971 from chipping in more capital.

The long-standing caution of investors turned into outright fear last spring when the economic nationalists, then on the ascendancy in Mr. Pierre Trudeau's government, made a hatched attempt to change CDC's role. They wanted it to be a politically motivated instrument of economic policy—at worse a rehabilitation centre.

CDC has always been run, however, as a profit-motivated acquirer of highly attractive assets. For example, it declined a part in the Massey-Ferguson rescue.

When the public learned what was going on behind the scenes in Ottawa, CDC's share price tumbled by a third. Even today when the political threat is muted its share price at about C\$6.50 compared with an asset value estimated at \$8.40 a share by Mr. Richard Stove, analyst with the Toronto investment dealers Burns Fry. The market has been sceptical despite CDC's performance under Mr. Anthony Hampson, President and Chief Executive since its inception in 1970.

### U.S. uproar

Following the Texagulf-Aquitaine deal, CDC is the 10th largest oil and gas company in Canada with extensive land holdings. It owns the Kidd Creek copper and zinc mine in Ontario, formerly a Texagulf asset and considered the best such ore body in the world. It is a major producer of petrochemicals through Polysar and Petrofar of Sarnia, Ontario. It has a 18.5 per cent stake in AES Data, a word processor company, and expects soon to control Savin, a U.S. photocopying machine maker. It is also in the life science, venture capital and fishery businesses.

Because of its aggressive takeovers and its mixed private-public ownership, CDC has never been well liked. One of the more polite tags from analysts is that the management are "corporate megamaniacs."

Mr. Hampson estimates that from a standing start in 1971 sales reached about C\$3bn last year and assets hit C\$8bn. They could reach C\$9bn and C\$13bn respectively by 1986, fuelled by

internal growth rather than further major acquisitions, he added.

This growth will require C\$1.75-2bn of additional debt and C\$1.5-1.75bn of new equity and retained earnings.

The Government is reviewing its role in CDC at the moment and Mr. Hampson hopes it will make a decision this year ending the uncertainties to make the fund raising efforts easier.

Recent Ottawa Cabinet shuffles indicate that the most ideologically committed of the economic nationalists have had their wings clipped. But they do retain some offices and political influence.

### Four options

The Government has at least four options. It can buy out the private shareholders of CDC, although that would further strain Ottawa's finances.

Secondly, it can sell its shares and use the money to set up a 100 per cent owned government corporation to do its will. But at current share prices the company's market capitalisation is only C\$550m, making Ottawa's stake worth less than the C\$250m of capital it put up initially plus the C\$72m of shares it took for transferring ownership of Polysar to CDC.

Thirdly, it could do nothing to the corporate ownership but change CDC's role. This would outrage financial markets. The fourth choice is to do nothing to structure or policy other than reiterate the invitation to leave the company alone. Private shareholders would be unlikely to be very reassured by this because the board was given written pledges of non-interference long before last spring's upheavals.

The 21 voting members of the board are all from the private sector. In addition there are two non-voting directors who are senior mandarins of the Ottawa bureaucracy. The board is staunchly independent of Government influence. It threatened to resign en masse last spring if the Government had forced CDC to change direction.

The board has the right unilaterally to buy out the Government. Mr. Hampson believes, however, that the Government has the basic shareholder's right to decide for itself what to do with its investment.

The company could continue to dilute the Government's stake by making large and regular share issues. That assumes that the market would digest the paper while the government clung on, but issues at depressed share prices diluted the shareholder's interests.

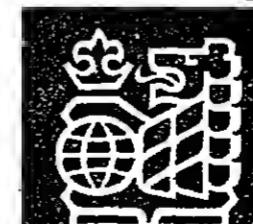
In the meantime, the company has financial migraine. Analysts can broadly accept Mr. Hampson's estimates of C\$250m to C\$275m of cash flow this year free for reinvestment. But they worry that CDC is trying to fund large, steady capital spending, in part, by a cash flow highly susceptible to cyclical demand and prices for petrochemicals and metals. The non-resource side makes virtually no contribution, but like other parts of the business such as oil and gas has a voracious appetite for investment.

CDC is gambling heavily that those prices and demand will revive. If they fail to provide the cash flow or if debt and equity funding fails to become a lot easier, CDC is faced at best with a failure to meet its ambitious growth targets, or at worst with dire difficulties.

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## CANADA IV

Although Ottawa and Alberta have settled their dispute, recovery for the oil and gas business will not be swift. Jim Rusk reports

## New challenges for energy industry

AFTER NEARLY two years of crisis the Canadian oil and gas business is looking towards a relatively stable period during which its main challenges will be to adjust to a new policy environment and declining markets for liquid hydrocarbons.

The industry has been in a holding pattern since October 1980 when the Federal Government launched its controversial National Energy Programme. The latter's main objectives were to make Canada self-sufficient in oil, to get foreign control of the industry down from about two thirds now to half by 1990 and to allow the artificially low price of oil in Canada to rise towards world levels.

### Shut down

At the same time Ottawa wished to increase its revenues from oil and gas at the expense of both the industry and of the provinces where hydrocarbons are extracted.

That policy initiative prompted the industry temporarily to shut down drilling rigs, caused the province of Alberta to order a temporary 15 per cent cut of oil production, and made the U.S. threaten retaliation against Canadian companies wanting to invest south of the border.

Only since the signing last autumn of an energy agreement between Ottawa and Alberta, Canada's largest producer of hydrocarbons, have there been signs that the industry is shifting its attention from the halls of government back to Canadian oil fields and drill rigs.

The recovery will not be swift. Drill rigs, exploration know-how and capital have been shifted out of Canada, primarily to the U.S. A soft economy and increasing conservation efforts on the part of consumers have reduced demand. Time will be needed to overcome the deterioration in the industry's confidence in government which the acrimony of the last year generated. And some issues remain to be resolved, particularly if large

scale projects in the oil sands and heavy oil fields of northern Alberta are to proceed.

Last September's agreement with Alberta, the important details of which have since been integrated in agreements between Ottawa and other producing provinces, established a dual oil pricing system for Canada in which the price of old oil, now C\$23.50 at the well-head, will rise to C\$57.75 by July 1, 1986, subject to a ceiling of 75 per cent of world levels. New oil will be set at international levels. Natural gas prices are tied to oil prices and the policy encourages the substitution of natural gas for oil.

The price schedule, tax levels under which 50 per cent of production revenue flows into government coffers, rising costs and declining refinery runs have cut into industry profits. The country's largest oil company, Exxon subsidiary Imperial Oil, recently reported fourth quarter profits of C\$49m compared with C\$120m the previous year. The decline will continue in 1982 and industry analysts have pared back their profit forecasts for the integrated oil companies accordingly. For example, Mr Alex Squires of Pitfield Mackay Ross, one of the country's major brokerage houses, forecast recently that BP Canada will turn in C\$2 a share profits in 1982, against his earlier estimate of C\$3.75.

### Takeover spree

The weak profit picture could hardly have come at a less opportune time. While the burst of takeovers prompted by the nationalistic aspects of the energy policy has stopped, the domestically controlled industry is still absorbing the C\$60m or so, financed largely by bank borrowing, that it spent last year to buy out foreign-owned equity. Dome Petroleum, already one of the most highly geared of Canadian oil companies, recently arranged a \$2.1bn bank line to complete the financing of its takeover of Hudson's Bay Oil and Gas.

While the takeover spree has come to end, the industry is still busy rearranging its affairs to be able to take advantage of the favourable treatment of Canadian companies in the National Energy Programme, with its goal of 50 per cent Canadian control of the industry by 1990. Since foreign-controlled companies hold most of the exploration lands, it will take some time to complete this process.

The "buying back" of foreign equity in the industry may be the least costly of the policy's priorities. The federal Government and Alberta are in the throes of negotiations with the Alsands consortium headed by SheLL Canada about the fate of the proposed C\$13bn oil sands plant, first proposed for

the viability of the Alsands and Cold Lake projects, which will cost C\$100,000 per daily barrel of capacity.

### Investment rise

Similarly, the policy shifts the exploration emphasis to the Arctic and off the East Coast where there have been promising finds. But these will require new and expensive technology to be developed before production begins. The eastern fields are in an iceberg zone and the water is deeper than the North Sea. Doma's Beaufort finds in the even more difficult environment are in shallow water where winter ice scours deep into the ocean floor.

Overall, Dr John Dawson, economist at the Canadian Energy Research Institute, recently estimated that Canada will spend C\$400bn in energy development in 1981-1990, a scenario that would see total investment rising to 26 per cent of the decade and in which energy investment would take 27 to 28 per cent of fixed capital formation. Crude petroleum and natural gas development would account for 58 per cent of energy investment, while electricity development would take 34 per cent and pipelines 7 per cent.

Dr Dawson predicts that the trend of the last half of the 1970s which saw oil and gas companies increasingly turn to external financing, will continue. He expects that companies engaged in developing large projects such as oil sand will use project financing to preserve their cash flow and borrowing capacity for other purposes. However, the net effect of NEP measures will be to discourage the use of foreign funds to finance oil and gas development. With a heavy use of domestic savings to finance the purchase of existing assets, he predicts the search for external funds may encounter difficulties.

Indeed, Dr Dawson is quite critical of current policy. He feels the oil price agreement between Ottawa and Alberta may be too rigid and, if inflation and interest rates remain too high, oil production necessary to achieve Canadian self-sufficiency may be slow in coming. "It is evident . . . that we are attempting to do too many things at once. Canada is developing new sources of energy that are much more costly than the sources previously used. At the same time, funds are being used to acquire the assets of foreign-owned oil companies. The latter process may have to be slowed if Canadians are unwilling to increase markedly their rate of savings," he concludes.

CANADA'S giant mining and metals industry, after two years of strong recovery and active exploration and development, took a severe blow from the world recession in 1981. The total value of mining production when all the figures are tabulated, is not likely to reach the 1980 level of nearly C\$15bn (C\$7.7bn).

Production rates for base metals, iron ore, molybdenum, asbestos and several other materials have been cut because of slack demand and prevailing low prices. The industry exports about three-quarters of its output.

In the most dramatic move, Inco has sold its battery subsidiary, shut down its Guatemala laterite operations, cut back production in Indonesia, and is consolidating on its core operations at Sudbury, Ontario, where it has low-cost sulphide ores containing nickel, copper and some high-value by-products. Little improvement in the nickel market is foreseen until the second half of 1982.

### Coal and gold boost

Though the principle of production and pricing discipline has been widely accepted in all these depressed areas of the industry, the world recession still dominates the outlook for prices. However, veteran observers point out that despite the length of the present recession, inventories of key metals are relatively low. This means that if the twists in U.S. economic policy bring an improvement in industrial activity late in the second quarter of 1982, key metal prices would respond rapidly.

The industry is also beginning to look more hopefully towards Europe, the second largest market, seeing signs of a turnaround in government policies and industrial activity.

The strongest areas in Canada remain coal and gold mining. Western coal development is proceeding at a fast pace, both in Alberta and British Columbia, on the basis of growing demand for thermal and metallurgical coal from Japan and Korea. Prices are being renegotiated this spring.

Several new gold properties are coming into production, mainly in Quebec and Ontario, in the next two years; including a relatively large one on the Quebec-Ontario border at Detour Lake. These new mines, about 7 per cent

plus existing ones generally small in capacity, can operate profitably at present metal prices of US\$375 to \$425 per ounce. Prospects for gold production in western Canada are bright.

Copper producers have seen the price drop to the lowest level, after allowing for inflation, since World War II, and the impact on company profits has been severe. Falconbridge Copper has just reported a net loss of C\$122,000 for 1981 against net income of C\$30.3m for 1980, on revenues of C\$53m against C\$125m. Main reasons were the drop in copper, gold and silver prices, plus a mine closure. The company has a major new copper-zinc-gold project in north-western Quebec.

Generally base metals prices are running at 10 per cent below the cost of production, and even if there is an upturn in demand and a relatively fast climb in prices from early summer onwards, the Canadian industry in 1982 will not reach any real recovery in earnings. That will probably have to wait till 1983.

The largest copper properties awaiting future production are mostly in British Columbia. There is still some doubt whether Cominco, the mining and metals arm of Canadian Pacific, will make a decision this year on the big Valley Copper project in southern British Columbia. The Teck group, which successfully developed the Amok copper mine in southern British Columbia, has a large orebody at Shaft Creek. However, costs at some of these future properties will be higher because they are less accessible.

In Quebec the Noranda group's large copper operation in the Gaspé Peninsula has been cut back severely, and the chances of developing large new ore reserves in the same area look dim for the foreseeable future.

The iron ore sector, mainly in Quebec-Labrador, began its cutbacks early last summer, when the Iron Ore Company of Canada closed its pelletising plant on the Quebec side.

Asbestos, with more than 80 per cent of the mines concentrated in Quebec, is going through the worst downturn in 30 years, and producers have made widespread cuts. Little improvement is foreseen this year. Huge reserves of fibre

exist in Quebec particularly, but because of the environmental issue, development has been shelved indefinitely.

### Important changes

The sharp decline of uranium prices has slowed down exploration and development of new properties, particularly in Northern Saskatchewan. Esso Resources may not now go ahead with its Midwest Lake project. In that province, the slack will be taken up by capital spending of more than C\$2bn on potash mining development. Potential uranium mines in the West and in Quebec will lie fallow for many years, while the northern Ontario mines will continue fairly active on existing export orders.

In the Maritimes, the billion-dollar group of The Netherlands is readying a tungsten-molybdenum producer, and Noranda is going ahead with a zinc refinery in New Brunswick. Coal in Nova Scotia is going through a revival.

But the thrust of exploration in base metals, and precious and strategic materials, continues to be concentrated in northern British Columbia, the Yukon and parts of the Northwest Territories.

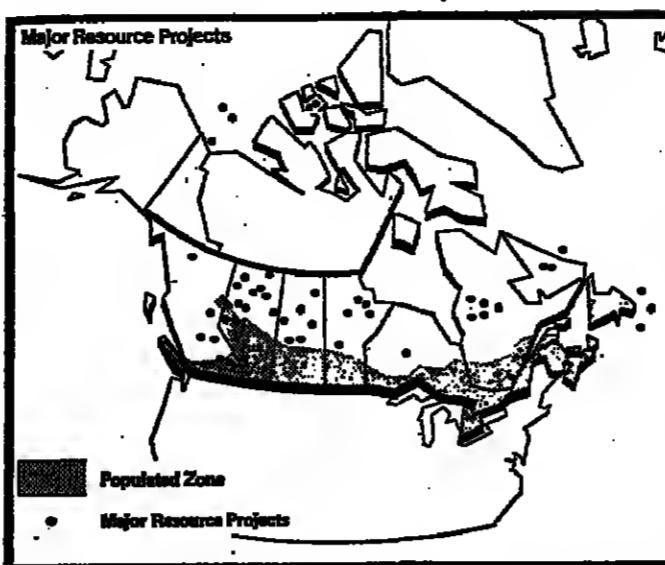
Some important changes of ownership have taken place in the industry. Brascan, a large holding company controlled by the Peter and Edward Bronfman interests, cousins of the Bronfman brothers of Seagram, has taken over Noranda Mines. The Canada Development Corporation, owned by the Federal Government with public participation, has taken over the Canadian assets of Texangulf, finder of the richest mine in Canada in the last 25 years—the Kidd Creek base metal producer in Ontario.

Generally the political climate

for mining and metals has improved in Canada in the past two or three years. Governments have shown more understanding of the cyclical nature of the industry and its dependence on world prices and demand.

While the Federal Government requires Canadian majority ownership of new uranium mines and controls uranium exports, and clearly wants to encourage Canadians to participate more fully in the industry, foreign investment is still welcome in mining and metals.

**Robert Gibbens**



Source: Department of Finance, Ottawa

A Canadian Government task force has picked out more than 40 multi-billion dollar development projects, largely energy-related, which Canada could tackle this century. Even though not all of them are likely to be taken on, they will change the pattern of the country, drawing economic activity away from central Canada, mainly to the West and into hitherto almost unpopulated areas

Roderick Oram looks at the rapid domestic rise in new ventures

## Strong drive for high technology

A STRING of high technology companies, spawned at an unprecedented rate over the past few years, is helping to broaden Canada's industrial base.

These fledgling ventures, and their supporting infrastructure of subcontractors and investors, are now a large enough group to act as catalysts for additional new companies. Their boundless optimism is in sharp contrast to the generally dull short-term outlook in other industrial sectors.

For the first time in Canada's development, almost all the new companies are domestic-owned rather than foreign. Reflecting this characteristic, the Canadian Advanced Technology Association, which accepts only indigenous companies, has grown to about 110 companies since it was established in the late 1970s.

Mr Robert Long, CATA's executive director, estimates that half of its members are under three years old, perhaps 45 per cent four to nine years old and only a handful older.

The members' combined sales were about C\$1bn last year and are growing between 50 per cent and 75 per cent a year. They employed about 17,000 workers at year-end.

He estimates that there may be as many as 1,000 high technology companies in the country with a minimum 51 per cent Canadian ownership.

Accurate figures are unavailable because the Government's statistical service has failed to keep up with the changing face of industry, according to Mr Long of CATA. He reckons that only a handful of the companies existed in the mid-1970s.

He and other observers believe the sector's workforce could grow five-fold in the next 15 years to rival the static Government sector as the largest employer.

At first glance, the area is still Valley North, but in fact it has one crucial difference: almost all the Canadian companies are in the business of applications rather than solely the large-scale production of integrated circuits.

The region's ability to spawn high technology companies has two clear roots: The National Research Council, a Government body; and Bell-Northern Research, which is 70 per cent owned by Northern Telecom, the telecommunications equipment maker. By Copeland, a graduate of Imperial College, London, and an ex-NTN employee.

The survey covered a total of 94 organisations — 53 com-

panies and 11 Government institutions — which account for 70 per cent of Canadian R and D outlays. The private sector ones said they increased their total spending 17 per cent last year to C\$915m and the government ones by 36 per cent to C\$555m.

Some Canadian companies outspend their U.S. competitors. They tend to be in the telecommunications, aerospace, steel, farm and construction machinery, and building material sectors, reflecting the basic strengths of the economy and the reality of the large, thinly populated land and harsh climate.

Although the spectrum of high technology companies runs from nuclear power to generic engineering, by far the most prominent sector is telecommunications and related disciplines such as microelectronics.

The most dramatic example of the growth lies in the Ottawa valley, an area of about 1,000 sq miles centred on the national capital. The region has a population of about 600,000, the Government being the largest employer with about 100,000 on its payroll.

CATA estimates that there are 300 high technology companies in the area employing about 20,000 people. Of these concerns about 120 are manufacturers with combined sales of about C\$500m. The rest are consultants, distributors, researchers, and the like.

Bell Canada, the telephone company, has left an indelible mark on Ottawa area high technology companies.

About 100 companies in the region can trace their roots back to BNR, according to Mr J. S. Buchanan, BNR's vice president of corporate development.

Perhaps 30 per cent of the high standard technology companies in the region are headed by British scientists, estimates Dr Michael Cowpland, president of Mitel, a telecommunications equipment maker. By Copeland, a graduate of Imperial College, London, and an ex-NTN employee.

There's an obscene number of Brits dominating the high

technology scene in Canada," said Mr David Pearson, president of Oretech, a computer-aided design company spin-off last year from the NT. He went from Imperial College to ICL in Britain before joining BNR in 1977.

Dr Cowpland and his colleagues at Mitel, Mr Terry Matthews, also ex-English, ex-BNR, are something of role models for local entrepreneurs. Seed money for Mitel came in January 1974, with the sale of 25 per cent of its equity to a group of local doctors and dentists.

Mitel's current market capitalisation is just over C\$1bn, down from the value of C\$1.8bn when the share price peaked last year. The company's sales have grown from C\$54m in the fiscal year ended February 1977 to an anticipated C\$200m in the year ending this month. It sees sales of C\$1bn by mid-decade, helped in part by a major manufacturing and marketing expansion in Britain.

Mitel's success has given rise to other companies. Dr Cowpland has channelled part of his Mitel wealth into his own venture capital company, Bytec Management Corporation.

Bytec has invested in eight companies so far, including Oretech and Nabi Manufacturing Corporation, a microcomputer company which among other products and services will link its own make of home computers with data banks and other services through cable television networks.

The federal Government has played only a general role in the growth of this high technology sector. Tax incentives and research help have all contributed but not within the framework of an industrial strategy. There are some exceptions to this rule such as a government agency's leading role in Canada's development of nuclear power.

Provincial governments have played similar roles to the federal Government but in some cases in more specific ways. The Ontario Government, for example, has set up a microelectronics centre in Ottawa to produce custom-made chips, a computer-aided design centre in Peterborough and a robot centre in Waterloo.

Government research institutions in eight provinces have a total budget of C\$70m a year and employ 500 people. They are available for contract research for small companies lacking their own R and D skills.

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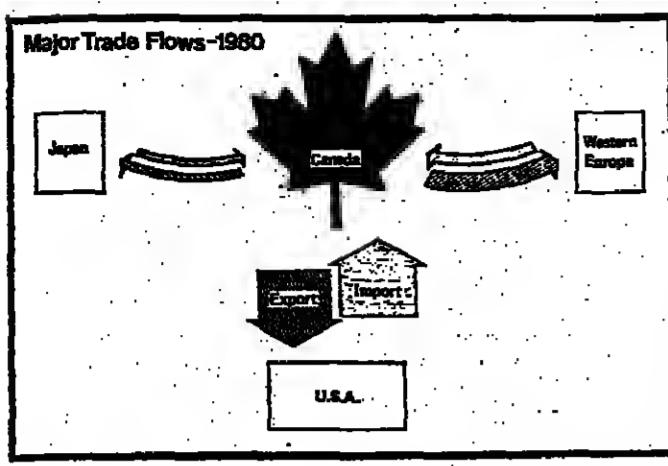
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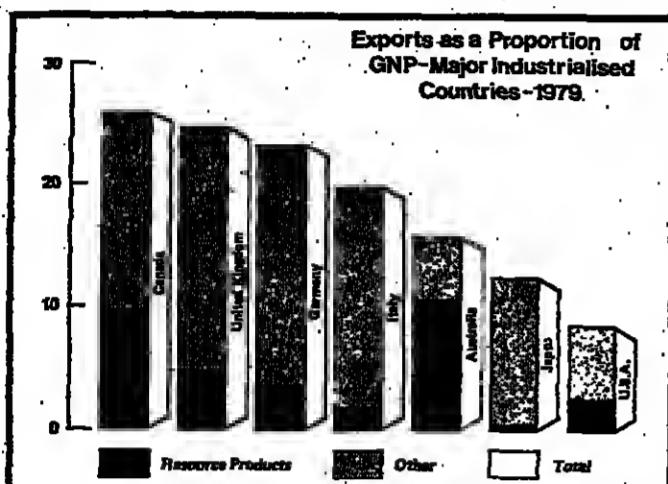
## CANADA V

Roy Hodson looks at investment plans in the troubled aluminium industry

## Trading conditions remain difficult



The U.S. is Canada's largest trade partner by far. Of total Canadian exports of C\$76.2bn in 1980, 63 per cent went to the U.S., which in turn supplied 70 per cent of Canadian imports of C\$68.4bn.



Source: Dept. of Finance, Ottawa. Exports play a greater role in the Canadian economy than in most other industrialised countries, but the share of relatively unprocessed raw materials is high

The forest products sector

## A spree of take-overs

A SHARP dividing line splits the Canadian forest products industry between prosperity and poverty this year, as last. East of the Rockies and in Central Canada producers, concentrated in papers and particularly buoyed up by newsprint, will report strong earnings for last year, some companies reaching records.

In Atlantic Canada the industry has been made uncompetitive for many years by distance from markets and the ravages of a parasite. Some companies are in trouble.

West of the Rockies, in British Columbia, producers have been struggling against a cyclical setback in the North American housing industry. British Columbia forestry companies concentrate on lumber production.

They endured a seven week strike last summer and since then many lumber operations have been in the red. MacMillan Bloedel, the leading company, is expected to report a loss, despite its newsprint and paper interests.

Last year was also marked by an unprecedented spree of take-overs. Canadian Pacific bought Canadian International Papers from its U.S. parent for C\$1.1bn.

Noranda Mines bought a 49.9 per cent stake in MacMillan Bloedel for C\$692m and later spent C\$19.6m for a 26.8 per cent stake in Normick Perton of Quebec. Abitibi-Price, the largest Canadian newsprint producer, was sold to Olympia and York, the Toronto real estate developer, for C\$625m.

In addition, Albert Energy Corporation bought Noranda's 28.3 per cent stake in British Columbia Forest Products for C\$215m and two Quebec government agencies raised their combined stake in Domtar to 42 per cent for an undisclosed sum.

For most acquisitions the take-overs were straight plays to buy assets rather than build them. New newsprint capacity is costing roughly C\$1m per 1,000 tonnes of annual output while the Abitibi deal worked out closer to C\$350,000 per 1,000 tonnes.

The takeovers and minority stakes were also attempts to build up greater holdings of timber rights from a diminishing supply.

### Main problem

The industry's greatest problem is the lumber market which is deeply depressed because of the continuing weakness of housing starts in the U.S., a market which takes about 70 per cent of its output. From a peak of near 2m starts a year and an average in the mid-1970s of 1.7m-1.8m, starts dipped to 1.3m in 1980 and to about 1.1m last year.

High mortgage rates were the culprit and no upturn in housing activity is expected until rates come down to the mid-teens later this year.

U.S. housing starts should pick up somewhat, according to Mr Robert Duncan, vice-president of Wood Gundy, the Toronto investment dealer. He is looking for about 1.3m starts this year and 1.6m-1.7m next year.

No doubts, however, that profits will return to the lumber sector before mid-1982. Prices are currently at their lowest nominal level in six years.

Canadians have always been marginal suppliers to the U.S. market, taking about a 22 per

strategy to give prime place to new investment in Canada.

Alcan contends with Alcoa of the United States the position of being the biggest aluminium company in the world. The two giants are remarkably similar in size, each with the capacity to produce upwards of 2m tonnes of ingot aluminium annually. Alcan has more than 1m tonnes of smelting capacity actually in Canada and dominates the industry there.

### Long-term view

Despite the hard times that the industry is experiencing Alcan's actual new investment in Canada last year reached Canadian \$358m which was spent upon major capital programmes, modernisation schemes, and other schemes at various plants aimed at improving energy efficiency and environmental controls.

Under the direction of Mr David Culver, the president and chief executive, the group has recently shown a new surge of interest in the further expansion of its home base, Canada, by investment and ambitious schemes to make use of the quantities of hydro-electric power that are still available for exploitation across the country.

By mid-1981, Alcan had indefinitely postponed a planned new Australian smelter which would have had a capacity of 200,000 tonnes a year and would have cost in the region of £500m. In part, the company was influenced by the fast-changing conditions for smelting in Australia including rising estimates of power costs.

Mr Culver believes the long-term prospect for Canada is for a better return upon aluminium industry investment there and

for increased smelting capacity.

But he does admit that present trading conditions are extremely difficult and likely to remain so for some months at least.

"Canadian demand for aluminium is likely to remain soft into 1982 and until there is a

recovery in the world economy."

He forecasts that the upturn in aluminium markets internationally could take considerably longer than in previous recession cycles.

Alcan and other companies among the big six that produce most of the West's aluminium support a consensus view that when the world economy expands once again world demand for aluminium will show a

long-term growth rate of about 4 per cent a year. In

the past it used to enjoy growth rates of around 8 per cent. The

big companies believe that those days have gone, probably for ever.

Alcan's capital investment programme will continue this year without noticeable trimming although markets are bad everywhere. The United States market, which accounts for roughly half of the western world's aluminium needs, is so depressed that the local smelters are working at only three-quarters their production capacity.

Mr Culver believes the long-

term prospect for Canada is for

a better return upon aluminium

industry investment there and

stands thoroughly and one which also has a big enough hydro-electricity base to enable the group to develop to meet world demands and to remain in front for a number of years to come.

Clearly, the advantages of more investment in Canada are now outweighing the more nebulous attractions of other parts of the world such as Australia, other parts of Oceania, and Brazil, in the eyes of the Alcan top management.

While looking for long-term Canadian expansion, Alcan has had no qualms about severely trimming short-term growth to avoid being out of balance with the market.

**Delayed**

The start-up of the second new 57,000 tonnes a year aluminium plant at the big Grande Baie smelter in Quebec has been delayed until the market improves and half a year later. Some 20,000 tonnes a year capacity has been closed at Kitimat in British Columbia. Those two more down-rated Alcan's production capacity in Canada from 1,018,000 tonnes a year to 941,000 tonnes a year.

But construction is continuing on the third 57,000 tonnes a year plant at Grand Baie, Quebec, which will raise the total capacity of that smelter to 170,000 tonnes a year by next year.

Alcan sees Canada as a mother country which it under-

stands power in Manitoba to drive another new smelter in the 1980s. During the last year the company and the Manitoba Government signed a letter of intent to conduct a feasibility study for a new smelter in the province.

Alcan is interested in investing in a 200,000 tonnes (annual) smelter and related hydro-electric facilities. But the company says it will be started "if and when market conditions warrant."

A site north of Winnipeg is the preferred location for the smelter.

In western Canada Alcan is also looking at the possibility of expanding smelter production in British Columbia based upon further development of the Kemanico power project. Environmental pressures have held back development of the considerable amount of further hydro power available. But Alcan says it is confident that a solution can be reached which will permit a bigger hydro installation.

The Kemanico scheme is remarkable in that it harnesses high mountain lakes to provide water power at great pressure. An extension is planned for that plant. That project together with the completion of Alcan's Grande Baie investment would increase Canada's rated aluminium smelting capacity by a massive 25 per cent.

Only Australia among other big producers is likely to expand aluminium production at a comparable rate during the 1980s.



David Culver, Alcan's president - pressing ahead with new investment despite hard times in the industry.

recovery in world economic conditions, the industry is expected to mark time, or at best invest slowly and cautiously. Alcan is now hoping that its strategic growth will be able to move forward during 1982 albeit at a slower rate than had been planned originally.

Although Alcan dominates Canadian aluminium, Reynolds, the American aluminium producer, has a smelter at Bale Comcan, Quebec of 156,000 tonnes a year. An extension is planned for that plant. That project together with the completion of Alcan's Grande Baie investment would increase Canada's rated aluminium smelting capacity by a massive 25 per cent. Only Australia among other big producers is likely to expand aluminium production at a comparable rate during the 1980s.

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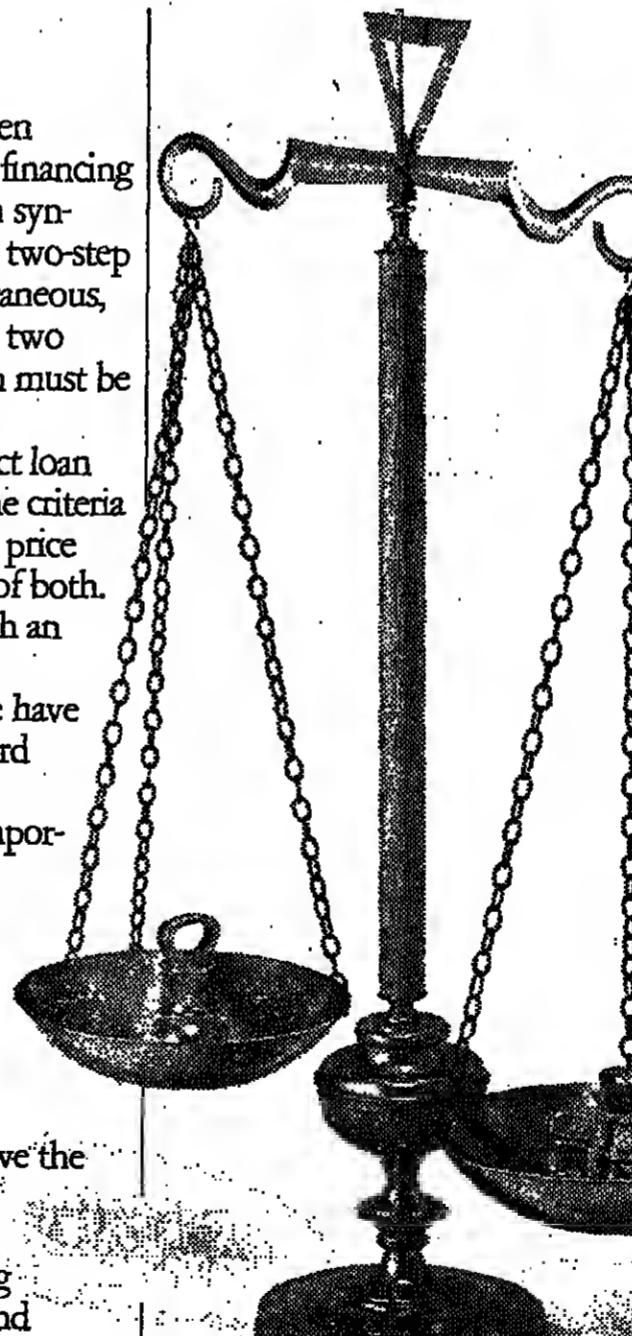
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## CANADA VI

Five men who caught the headlines in bitter struggles for power in the worlds of politics and business

PAUL DESMARAIS

## French Canadian success



Desmarais: exception

resource and industrial products group, with interlocking shareholdings with the Paribas banking group of France and a link with the Bank of America.

Now Mr Desmarais has achieved his final goal: a major say in the greatest Canadian holding company of them all—Canadian Pacific, with more than \$15bn in assets and greatly undervalued at that.

A friend of Prime Minister Pierre Trudeau and of Ian Sinclair, chairman of Canadian Pacific, he is now one of the most influential businessmen in Canada.

Mr Desmarais, back in his Sudbury days, took a simple commerce degree and then dropped out of a law course to manage the bankrupt Sudbury Bus Company which his lawyer father had just bought.

With the help of loans from the Royal Bank of Canada and Inco Ltd, he quickly brought the company back to profits and went on to buy bus businesses in Ottawa and Quebec city.

Transportation seemed his first love. Soon, Mr Desmarais saw dormant cash lying in the shell of a Quebec power company which had utility assets nationalised by the Quebec

Government. He took control of that company, then bought a holding company owned by the Montreal financier, Jean Louis Levesque and finally, Power Corporation of Canada.

For the next few years, hardly a takeover rumour arose without Power Corp. and Mr Desmarais being mentioned. He succeeded where Peter and Edward Bronfman, cousins of Edward and Charles Bronfman, who controlled Seagram Ltd., stumbled in their early days. The prize was Great West Life of Winnipeg, already substantial and now one of the largest life firms in North America.

Mr Desmarais was in and out of real estate on a large scale; he also took over Canada Steamship Lines, the largest Canadian lakes carrier, and with it a national truck haulage company, Consolidated Bathurst, a major pulp paper and packaging group, which later branched out into Europe.

More financial services interests followed a Quebec newspaper chain and, lately, diversification into oil and gas through Consolidated Bathurst. Last year, the old rumours

began again. Mr Desmarais all along had his eye on Canadian Pacific and, through CP, its immense resources and industrial holdings under the Canadian Pacific enterprises hat.

But the heirs of Seagram Edward and Charles Bronfman with more than \$3bn cash in hand had the same goal, it was said. In August, Mr Desmarais sold Canada Steamship to a partnership of Federal Navigation and Commerce and its president, Paul Martin. He bought an initial 44 per cent interest in Canadian Pacific, taking an option on another block to bring his holding to 10 per cent.

By the end of the year, he had dropped the option, consolidated his CP stake at 6.4 per cent and made an agreement with Mr Sinclair to lift that gradually to a maximum of 15 per cent. That makes him the largest single holder in Canadian Pacific. If anyone creeps up and makes a bid for control of CP, or any other single shareholder builds up more than 10 per cent, Mr Desmarais has the right to buy more CP shares. And his Power Corp. gets two boardroom seats.

ROBERT GIBBENS

BRIAN PECKFORD

## A cocky fighter

considered the former British colony its collective fiefdom.

His political ideals stem from the injustice he says he saw while working among the province's poor as a part-time welfare officer during his days at Memorial University in St. John's in the early 1960s.

Having earlier attempted, unsuccessfully, to become a Liberal candidate, his involvement with the Conservative party in 1971 was purely arbitrary. He might just as easily have joined the social democratic NDP. But having once become a Conservative, he quickly was noticed, first as special assistant to then premier Mr Frank Moores, then successively as Minister of Municipal Affairs, then Mines and Energy, and ultimately as Mr Moore's successor as head of the party.

Having sought political power to correct personal injustice, he has attempted as premier to

correct what he considers are the collective economic injustices heaped upon his homeland, poorest of the Canadian provinces. It has led him into acrimonious battles with Ottawa over the ownership of offshore oil and gas.

His shrill complaints against the inequitable 60-year, Churchill Falls hydro power sales agreement, negotiated with Quebec by a former Liberal government — at rates which cost Newfoundland some \$550m a year — and against federal claims to the offshore, led people to wonder what ever happened to the quiet courtesy of the ordinary Newfoundlander. Mr Peckford replies:

"All I am asking is the right for Newfoundlanders to be treated as equals, not as second class citizens."

His effectiveness will be shown when negotiations between the eastern coastal provinces and Ottawa over off-shore resource conclude, pos-

sibly very soon.

Total provincial control of the offshore Hibernia oilfield could give Newfoundland a windfall of up to \$12bn. Federal ownership would leave the province only about \$350m, unless he is prepared to risk all by further pushing the issue to the Supreme Court of Canada.

LYNDON WATKINS

A MAN of relaxed charm in private with a reputation for coldness in public, the enigmatic figure of Marc Lalonde has stood at the centre of some of the most contentious issues in Canadian politics in recent years.

Soon after he entered the Federal Cabinet as Minister of Health and Welfare in 1972 he negotiated without apparent difficulty an effective solution to social policy differences with Quebec that had bedevilled federal relations with that province and wrecked a vitally important constitutional conference only a year earlier.

In 1980-81 he allowed a bitter quarrel with Alberta over oil pricing and revenue-sharing to drag on for many months and finally settled on terms which the province would have accepted at the beginning.

As the ministerial sponsor of the national energy programme although not its author, he has pursued policies that are nationalist, highly interventionist and discriminatory against foreign investors already established in Canada. He describes himself, however, as a pragmatist and for many years has been one of the country's most determined opponents of Quebec nationalism.

If as rumor has it he becomes senior minister over a giant economic super-ministry his appointment will be taken as a signal of further interventionist policies by the central government. Yet no one is quite sure. In many ways, he still talks like a pragmatist. He is a man of contradictions and not easy to understand.

It may be typical of him that in 1970 he had reservations about the repressive measures adopted during the October crisis yet supported them firmly and believed it did no particular harm.

"I knew of many other countries in the Western world which have tried to compromise with terrorism and they are still fighting it," he says, arguing that the temporary suppression of civil rights in Canada actually ensured their survival through the quick suppression of terrorism after the kidnapping of James Cross, British Trade Commissioner, and the kidnap-murder of Quebec's Labour Minister Pierre Laporte.

He concedes that after his long opposition to Quebec's variety of nationalism, he has come, at least to a degree, a Canadian nationalist but adds quickly: "Out of necessity."

It has never been clear why the man who could, without trouble, negotiate a successful solution to an apparently intractable problem with Quebec found it so hard to arrive at an agreement with Alberta. The delays stalled work on two multi-billion dollar energy projects and he talked for a time of trying to use Federal powers to take over control, over what is normally a provincial jurisdiction.

Then he accepted the delays, although the two projects were vitally important to his goal of oil self-sufficiency for Canada by 1990.

On the important question of his attitudes towards state intervention in the economy, he has this to say: "I have never had any dogmatic approach to state intervention. I like to look at those issues in a very pragmatic way. If the people get a better deal in the end, I'm for state intervention. Which doesn't mean it should take place every time, right? I don't have a very ideological bent in the sense that there has to be intervention. But I do not have any hang-ups about it either."

One man who used to work with him closely says: "Marc doesn't think things through, that's not his strength. He causes things to happen."

W. A. WILSON



Lalonde: contentious

MARC LALONDE

## Man who makes things happen

JEAN CHRETIEN

## Little guy makes good



Chretien: blunt

MR JEAN CHRETIEN, a Quebec machinist's son and 18th among 19 children, has worked hard to preserve his populist image as "the little guy from Shawinigan", but he is one of the most experienced members of the Trudeau Government.

He was also the one major federal actor in last year's constitutional quarrels who remained consistently well-liked by provincial ministers and officials and the only Liberal Cabinet minister who is genuinely popular in Western Canada.

Blunt at times to the point of brutality he has been described as a man who might kick another and then have his victim say: "That Jean Chretien's a nice guy."

His image as a plain, simple man hurt him as Minister of Finance before the Trudeau Government's 1979 defeat, but officials who worked with him insist that the popular view of him as out of his depth was wrong. He seldom bothered to read long memos and insisted on concise oral briefings but his associates maintain that he grasped the intricacies of the Finance Department's role.

He is a man of tremendous energy. After the 1980 election returned the Liberals to power, he played within weeks a major role in the Quebec referendum campaign that led to defeat of separation. Without a rest, he plunged into the struggle over constitutional change which went on from then until last November and throughout was Prime Minister Trudeau's chief lieutenant.

It was probably his fervent

and unquestionable faith in Canada that protected him from the resentments stirred up by the federal attempt to patriate the constitution unilaterally and push through a charter of rights without provincial agreement. He was as determined on that course as Trudeau himself until the Supreme Court of Canada derailed it but where the Prime Minister was considered arrogant and hostile to the provinces his Justice Minister was viewed as a stubborn "street fighter," another image he encourages.

Jean Chretien is the Canadian who keeps the words "patriotism" and "patriot" from becoming totally unfashionable in Canada. In a Cabinet marked by the nationalism of its policies and some of its strongest members, he eschews nationalism for the role of patriot and is never embarrassed to claim that label.

He is sensitive to criticism and admits to an inferiority complex which 18 years in Parliament, 18 of them as a Cabinet Minister, has not overcome. He is hurt by any reference to a slight facial paralysis left by an early attack of polio and was bitterly and openly furious at an Opposition member who parodied the style of speech it causes. Yet he often seems at his best in the middle of a battle. He resists Montreal intellectuals because of their attitudes of superiority but gets along well with Trudeau who is the quintessence of Montreal intellectualism.

The leaders of the Quebec separatist Movement tend to be

intellectuals and they show a special dislike of Chretien, in part because of his working class background and in part because his populist approach is dangerous to them.

"They detest me," he says. "I may hate what they want to do to Canada but I don't hate them. That's a difference between nationalism and patriotism."

Alone among Trudeau's successors to Trudeau, he has made no secret of his intention to contest the Liberal leadership when the time comes. The Prime Minister has warned ambitious colleagues not to campaign while he is still there but he does not seem to object to Chretien's frankness about his long-term objective.

W. A. WILSON

BUD OLSON

## Profits count

SENATOR H. A. (Bud) Olson of Alberta firmly denies that a recent reorganisation of government departments made him Pierre Trudeau's economic development czar, pre-eminent over the Cabinet's nationalistic interventionists.

"That's not a role I have nor a role I seek," he said recently.

His essentially conservative philosophy, however, is the antithesis of the positions held by his fellow cabinet member, Mr Herb Gray, and he is widely credited with having blunted the thrust of the latter's ideas, which are strongly nationalist and interventionist. Senator Olson is one of the few cabinet ministers to enjoy the full confidence of the business community.

"I guess I believe that you don't really need to be an interventionist so much in the economy because, you know, they seem to run better the less government surrounds them. You don't need to own things to get revenue out of them. Quite frankly, I believe that if you have the private industry out there, the dedication that goes with the profit motive, you know, to sell the stuff and make it a viable industry, is more effective than the government being in it. That motivation has got to be there, otherwise you don't win."

In his periods out of active politics Senator Olson has been a merchant and operator of a 5,000 acre beef and grain ranch in south-eastern Alberta near Medicine Hat. He still refers to that as "the real world" and to Ottawa's powerful bureaucrats as "the people down there." It has been suggested that in this Trudeau Cabinet his conservatism make him sound like a teetotaler in a gin mill but he insists he is not alone.

"There's a few others there that understand that pretty well."

He made his initial political reputation soon after he was first elected as a Social Credit member of the Commons in 1957, mainly because his well-argued postulations always seemed to display common sense, not the predominant quality among the old Social Creditors. He lost his seat in the Conservative landslide of 1958, was re-elected in 1962 and left his old party in 1967.

Although former Prime Minister Pearson liked him and welcomed his move into the Liberal Party, it was Mr Trudeau who gave him his first Cabinet post in 1968 as Minister of Agriculture. He was defeated again in 1972 and appointed to the Senate in 1977.

W. A. WILSON



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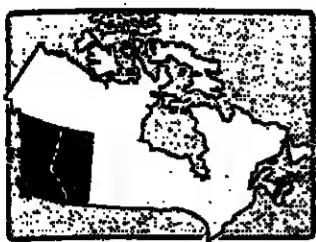
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## CANADA VII

Jim Rusk explains the growth in Alberta and British Columbia's economies



THE ECONOMIC forces that made Canada's two westernmost provinces, Alberta and British Columbia, into the most rapidly growing region of the country in the 1970s are protecting their economies against recession this year.

Though both will have lower rates of growth than in some of their recent boom years, they are expected to outperform the Canadian economy as a whole by a wide margin. Alberta's provincial Treasurer, Mr Louis Hyndman, expects the province's economy will grow by 5.5 per cent this year, a full point higher than last. British Columbia is expected to turn in a growth rate of 2 to 3 per cent. Both rates are well above the performance expected for Canada.

While the reasons for the relative buoyancy of the two provinces differ, their performance is a continuation of one of the dominant trends of the Canadian economy in the 1970s: a shift westwards in activity. The once dominant industrial heartland of central Canada has stagnated; the West has boomed. Moreover, just as population and economic shifts to the south have redrawn the U.S. political and economic map, the shift westwards, which will continue as strongly in the 1980s as the 1970s, is reshaping the Canadian political economy.

The political shift, which has been typified by the often bitter battles between Alberta and the central government in Ottawa for control of resource development, will become evident later this year when the first reports of the 1981 Canadian census

## Shift westwards continues

are published. They will herald a gain of population and hence also of seats in the Canadian Parliament, for the western provinces. It will not be enough as yet fundamentally to upset the central Canadian dominance of national affairs but it is a sure sign of where things are going.

The political stress between Ottawa and the West is muted by last year's resolution of the two issues which had dominated Canadian politics—the fight over the patriation of the constitution from Westminster and over a pricing and taxation regime for oil and natural gas, the foundation of Western wealth.

### Even keel sought

At the recent economic conference between the Prime Minister, Mr Pierre Trudeau, and his 10 provincial counterparts, both Alberta and British Columbia differed with federal economic policies but in tones that were markedly less strident and personal than during the constitutional and energy price negotiations.

Alberta's Premier, Mr Peter Lougheed, is anxious to get relations with Ottawa on to a more even keel, a tactic that some provincial political observers feel is an integral part of a carefully conceived design to put himself in a position to replace the former Prime Minister, Mr Joe Clark, as head of the federal Progressive Conservative Party.

Mr William Bennett of British Columbia, whose Social Credit government will face a stiff challenge from the social democratic New Democratic

Party when it goes to the polls later this year or next, is anxious to present himself as a statesman who knows how to get on with Ottawa and play a significant national role.

The two provinces have reaped the economic benefits of strong resource-based growth in the last 15 years. Alberta, which runs down the eastern slopes of the Rocky Mountains out to the central North American plain, is the major producer of oil and gas in Canada. Oil has been the basis of its growth. British Columbia, a mountainous province on the Pacific coast, has an economic base of forestry, fishing, hardrock mining, coal and natural gas, and a strategic location facing the booming economies of north east Asia across the Pacific.

Alberta's strength in the current recession is based on its successful diversification efforts of the last decade away from a narrow base in agriculture and oil and gas extraction. Its commercial centre, Calgary, currently has under way the construction of more square feet of office space than any other city in North America. Most of it is leased to tenants before the buildings are completed.

Manufacturing output in Alberta has grown 50 per cent faster than the Canadian average since 1965 and the province, which once depended on the food and beverage industry for 40 per cent of its manufacturing, has now become an important petroleum refining and petrochemical producer.

### Unanswered question

The unanswered question for Alberta, and the one that will determine its economic fate in the middle part of this decade, is the future of several large-scale projects now being planned in oil sands and pipeline

development. The recent withdrawal of two partners from the Alsands consortium, headed by Shell Canada, have cast doubt on the future of this C\$13bn project in north-eastern Alberta, even though it was expected to go ahead this year after several months of difficult negotiations involving the consortium, Alberta and Ottawa.

If Alsands does not proceed there is then a good chance that the similarly priced heavy oil project at Cold Lake, planned by the Canadian subsidiary of Exxon, may not get off the ground. Similar fears are held for the fate of the Alaska gas plant.

Shipments to Japan and South Korea are already increasing from existing south-eastern fields, prompting both field development and a major bulk port expansion at Roberts Bank near Vancouver. Similarly, at Prince Rupert, British Columbia's major northern port, a C\$500m extension of coal and grain shipping capacity is being built.

Finally, despite the weakness of the forest products industry

the outlook for kraft pulp is strong enough for two major projects to be under way, adding to the capital boom that is carrying the province through the cyclical downturn of its traditional industries and tra-

ditional U.S. market.

At the same time, the government will also be able to resume construction of C\$160m of power stations on the Nelson River in northern Manitoba. The Nelson development programme initiated in the late 1960s provided a great deal of stimulus to Manitoba's economy until 1977 when power surpluses forced a postponement of further projects.

### Alberta over the next 35 years

If the three projects materialise the government will also be able to resume construction of C\$160m of power stations on the Nelson River in northern Manitoba. The Nelson development programme initiated in the late 1960s provided a great deal of stimulus to Manitoba's economy until 1977 when power surpluses forced a postponement of further projects.

### Mega-projects

As things stand, plans for the power grid and the potash mine look fairly solid. But there could be a stumbling block with the smelter because Alcan wants to buy a half-share in a Manitoba government-owned power plant. The company's offer was accepted by the Conservatives but it is being resisted by the New Democrats, who firmly believe in public ownership of all power plants.

The mega-projects, however, are down the road. During 1982 nothing of a spectacular nature is going to happen in Manitoba. The province's unemployment rate, now 6.7 per cent, is expected to average 6.6 per cent this year. Furthermore, federal manpower officials estimate that only 3,000 new jobs will be created in Manitoba in 1982, bringing the total number of employed to 466,000.

Relatively strong industries in the province in the months ahead will include agriculture, manufacturing and some service professions such as computers and tourism. In addition, housing and general construction should show some improvement from the low levels of the past few years. But on the other hand there will be definite weaknesses in such sectors as mining, forestry and retailing.

Saskatchewan's NDP government does not have to worry about money—because it has C\$160m of resource revenue set aside in a special fund established in 1974. About 65 per cent of the resource income finances the province's regular expenses while the remainder is allotted to the further development of Saskatchewan's resource industries such as potash and heavy oil. With so much cash at its disposal the Blakeney government is able to aim for a balanced budget.

Unemployment in Saskatchewan will average 5.8 per cent this year, up from 4.8 per cent in 1981. Similarly, new job creation will be modest, with the number of employed increasing by 2,000 to 433,000.

On the positive side Saskatchewan's population is now growing after going down hill for decades. There are now a record 98,000 citizens in the province, a net gain of 2,000 in the past year. That means more customers for the province's businesses. And while Saskatchewan tends to fare better than Manitoba because it has more resources, both provinces should experience modest growth in 1982.

Roger Newman on Manitoba and Saskatchewan

## Slower but steadier growth ahead



MANITOBA and Saskatchewan will both experience slow but steady growth in 1982. Like all of Canada's provinces they will be held to modest economic gains by high interest rates and the current north American recession. But with the rest of the West, both will achieve higher levels of prosperity than Canada as a whole.

Saskatchewan, for example, is expected to record real growth of three per cent this year, while the Manitoba projection is two per cent. This is a slowing down from 1981 when their growth rates respectively were 5.3 and 3.3 per cent.

In Saskatchewan it is business as usual under the 10-year-old New Democrat regime of Premier Alan Blakeney. The province is almost totally dependent on its resources—the prime ingredients being agriculture, potash, uranium and heavy oil.

Saskatchewan farmers, who plant the largest wheat acreage in the nation, have cut their rental spending because of declining world grain prices and rising production costs. Nevertheless their bins are full as a result of a bumper crop last autumn and sales are almost guaranteed because the Canadian Wheat Board, the government grain exporting agency, has had no trouble finding foreign buyers.

The board has substantially expanded its shipping programme in the current crop year which started seven months ago. Board officials want Canada to strive for a 50 per cent increase in grain exports by 1990. So the longer term outlook is bright for Saskatchewan agriculture, although grain prices will have to move up if farmers are to cope with their escalating costs.

### Oil investment

In 1982 much of the new investment in Saskatchewan will be in the oil industry. A five-company consortium led by Husky Oil Operations is planning to build a C\$1bn heavy oil upgrading plant at an unspecified site, probably Moose Jaw or Regina. The new plant will process Saskatchewan and Alberta heavy crude into synthetic crude, making it suitable for a full range of petroleum products. Between 300 and 400 jobs will be created when the plant opens and 2,500 workers will be employed during the three-year construction period.

Saskatchewan's large potash industry is encountering soft world markets after an 18

month boom. There have been a few scattered layoffs, but no major shutdowns are foreseen at the province's mines.

Similarly, the uranium industry is not quite as buoyant as in the past. Eldorado Nuclear has announced the mid-1982 closing of a uranium mine in northern Saskatchewan because of depleted ore reserves.

In addition, poor markets have caused the postponement of another major uranium mining project at Midwest Lake, also in the northern half of the province. But on the brighter side work is under way on another northern Saskatchewan mine—Key Lake—which will be one of the world's three largest uranium producers when it opens in 1983.

While stability prevails in Saskatchewan, this is a time of excitement and change in Manitoba. A new Democrat government captured power in November, ousting a tight-fisted four-year-old Conservative administration.

The New Democrats, led by Premier Howard Pawley, have promised to increase government spending to stimulate the province's economy.

The NDP—a social democratic party—has pledged itself to undertake a host of programmes, including extended medical and welfare services, facilities for rural towns, the construction of senior citizens housing and increased assistance to family farms. However, Manitoba's projected deficit for the current fiscal year ending March 31 is a record C\$255m (about £110m), almost three times larger than last year's C\$80m.

The Pawley administration is also faced with high interest rates and a federal government plan substantially to reduce its budget contributions to Manitoba and other Canadian provinces. Mr Victor Schroeder, Manitoba's Finance Minister, estimates his province will lose C\$150m in federal funds in 1982-83 unless he can persuade Ottawa to change its mind. Furthermore, provincial tax revenues are now too buoyant because of lower contributions from three flagging Manitoba industries—mining, forestry and construction.

During the next three to four years any economic resurgence in Manitoba may depend on the fate of three so-called mega-projects proposed by the former Conservative government.

The Tories were negotiating with the Aluminum Company of Canada of Montreal in hopes of persuading that company to build a C\$800m smelter north of Winnipeg, the provincial capital. Talks were also being held with the U.S. group International Minerals and Chemical Corporation of Northbrook, Illinois, which is interested in building a C\$800m potash plant in western Manitoba. Finally, the Conservatives were trying to set up a deal to build a C\$160m western power grid for the export of Manitoba hydro power to Saskatchewan and

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## CANADA VIII



The problem of stagflation is now more pressing than Quebec's constitutional row

## Economic woes preoccupy Quebec

**ECONOMIC WORRIES** have become the most immediate preoccupation of the Quebec Government of Mr René Lévesque. They are more pressing than its constitutional row with the federal Government in Ottawa and Mr Lévesque's step-by-step approach to sovereignty or even independence for Quebec.

The Government has forecast a real growth rate of 1.3 per cent in 1982, but private forecasts indicate that Quebec will do well to manage 0.5 per cent. Unemployment has risen to 12 per cent.

The political implication is that electors may feel less certain about the attraction of living in a Quebec of their own separated from Canada. Mr Lévesque himself has always proclaimed that he wants sovereignty only in close economic association with Canada. When militants took over the conference of his Parti Québécois last December he called for a postal ballot among the party members which produced a majority backing him, but also a high level of abstentions.

### Fearful

The militants were aroused by Quebec's failure last year to defeat the constitutional reform proposed by Mr Pierre Trudeau, the federal Prime Minister. Always jealous of its rights, Quebec feared that they were of a centralist nature. Mr Trudeau rammed home his advantage by proposing changes to the country's fiscal system which would deprive provincial governments, that of Quebec in the forefront, of substantial budget-to-budget transfers from Ottawa.

Mr Lévesque's dilemma is that the Parti Québécois draws much of its support from civil servants and public-sector employees. Yet, like other Canadians, Quebecers have come around to the view that their public sector is too big and fat and too costly.

Quebec, with its 6.3m population, is the second largest province. Its total public sector is larger proportionately than any other in Canada. Public sector activities account for about 45 per cent of gross provincial product, against the national average of 41 per cent. The high proportion stems from efforts over the past 20 years

to modernise the economy, improve education, health and social services and spur growth to reduce unemployment.

Yet the economy is held tight in the grip of stagflation. Both Mr Lévesque and his Finance Minister, Mr Jacques Parizeau, say the province can no longer afford to give public sector workers pay increases sufficient to keep up with inflation running at 12 per cent or to go on paying pensions at 70 per cent of retiring salary. Mr Parizeau admits that his budget deficit could be more than C\$3.5bn (about £1.6bn) for the year ending March 31 next, and might be more if the federal Government insists on cutting transfer payments. Health and welfare services are being cut as the provincial government slashes hospital and social welfare budgets.

This is a painful process for a government re-elected less than a year ago on the promise of more social democracy. It knows it has a large measure of support from middle-class taxpayers. It had little difficulty last month in forcing back to work striking public transport workers in Montreal with special legislation and fines.

The province must now enter a prolonged period of austerity. The budget this spring may again raise taxes as well as cut expenses further, even though the corporate and individual tax burden, federal and provincial combined, is already the highest of any province.

The Government has tried for several years to stimulate personal saving and investment by small and medium-sized businesses through tax concessions and special provisions, and there has been some improvement in productivity. But progress has been halted by the recession. The giant James Bay hydro-electric project is past the peak of its construction and its support for the economy is declining. The Government is coming around to the concept of exporting permanent power supplies to the northeast U.S. and speeding up development of other rivers in the subarctic north of Quebec. But such projects cannot be turned on overnight.

The strongest industries are aerospace and components, electronics and controls, equipment

destined for the Western energy industries, engineered products and some light manufacturing. The traditional textile, shoe and clothing sectors are depressed and the primary sectors are not likely to improve until well into the second half of this year.

Aluminium for two years was a strong area because of heavy investment by Alcan Aluminium in smaller modernisation north of Quebec City but this has tailed off and primary ingot demand is under pressure.

Mr Lévesque can expect little sympathy from Ottawa. His relations with the Trudeau Government have sunk to a low point following a Federal-Provincial economic conference which focused on transfer payments. He remains adamant that Quebec's final goal must be sovereignty with an economic

link with the rest of Canada, no matter how gradualist he must be because of economic conditions. But this must be achieved with due respect for the rights of the English-speaking minority of about 20 per cent at the same time he has allowed his Education Minister to propose another reform of the schools which has anglophones, other minorities and confessional groups up in arms with suspicion.

They suspect that the real motive is further to enhance the role of French, the official language of the province.

Quebec's main hope for a further delay of the Trudeau constitutional package lies in a case it has put before the Quebec Court of Appeal. Whatever the ruling the case is likely to go to the Supreme Court of Canada. Quebec is

arguing that by convention major Canadian constitutional changes require Quebec's approval because of a principle of Anglo-French duality in Canadian federalism.

Francophone and anglophone business leaders got together to try to bring new industrial projects to Montreal and to promote the city's claims as a supply and support base for the coming East Coast offshore oil and gas development boom.

But private investment in the province remains low, running at less than half the rate of Ontario, itself no longer a booming province. A trickle of anglophones and francophones out of the Quebec towards the West continues unabated, driven away by high taxes, the language laws, and the poor business outlook.

Robert Gibbens



**THE PREMIERS** of the four Atlantic provinces believe that the Canadian federal Government's tightening fiscal policy will strike most heavily at their region's already embattled economy. Reductions in federal transfers for health care, education and other services, and a watering down of budget payments from Ottawa, will pare about C\$1bn from revenue in the region over the next five years.

As a result, the premiers say, they will be forced to cut services, increase deficits or substantially raise taxes to cover the shortfall.

The prospect is daunting, coming at a time when the recession is already undermining the well-being of two of the region's leading industries, fishing and forestry, and sending the monthly rate of corporate bankruptcies to three times its usual level.

As the leaders of an area which has long regarded itself as the left-over end of the country, the four premiers reacted to this adverse combination of circumstances with

predictable bitterness and yet, despite their concerns and the view of one senior provincial economist that indigenous entrepreneurs in the Atlantic region may not survive the present recession, there are reasons for believing that area of just over 2m people may be on the verge of its greatest-ever period of economic development.

Conservatively estimated, C\$30bn could be spent over the next 10 years on a series of big projects ranging from offshore oil and gas development to mining, hydro and tidal electric power production, shipbuilding and steel.

The figure could go as high as C\$44bn by the end of the century according to a recent federal estimate. This would put the Atlantic region proportionately above the rest of the country in terms of per capita investment spending.

In the present state of the economy these predictions are viewed locally with a great measure of scepticism. Even the long-touted offshore oil possibilities raise something of a jaundiced local response.

Scotia and Newfoundland about the Hibernia offshore field, Canada's largest single oil field, 186 miles east of St. John's, capital of Newfoundland, did cause a flurry of real estate speculation both there and in Halifax, the Nova Scotia capital. Prices rose by between 15 per cent and 40 per cent.

Investors, particularly Europeans, continue to show active interest both in commercial properties and land in these two provinces, but for the most part excitement over the long-promised "oil boom" was short-lived.

### Deterioration

A marked deterioration in local business conditions, resulting from last summer's unprecedented rise of interest rates, diverted attention from oil related investment opportunities to the more pressing immediate task of corporate survival.

The Crucible group of St. John's, a large diversified business organisation that had invested heavily in offshore servicing, was among a long list of local businesses caught by the economic downturn. While its offshore division survives, the company was forced to dispose of its important shipping, trucking, publishing and heavy equipment subsidiaries.

While few doubt the significance of future oil developments, the question increasingly being asked is, who will be around to see it happen? The answer on the outcome of a dispute, which has gone to the courts, between Ottawa, Nova

Scotia and Newfoundland about the ownership and future administration of the oil.

Two groups of companies, Gulf Canada and Petro-Canada, and Mobil Canada and Nova Scotia Resources, are examining Nova Scotia's suitability for petrochemical production, using Arctic and local hydrocarbon sources and the liquefaction of Nova Scotia's vast coal reserves.

Recent offshore drilling has shown these reserves to be among the largest coal fields in the world. In a plan to increase production to at least 10m tonnes annually by the end of the decade, the federally-controlled Cape Breton Development Corporation has a mining expansion programme underway and there is a possibility of major private sector investments in the industry this year.

Electric power generation features high among the list of big Atlantic regional mega projects.

### Priority

As they have the best political visibility factor, these big so-called mega projects will receive priority support under Ottawa's new industrial strategy. Exactly which will find favour, however, is not known.

One industry that will most definitely be looking for federal financial aid is fishing, which employs 85,000 people in the Atlantic region and Quebec. Several of its largest corporate groupings are on the verge of bankruptcy. Ottawa recently made available C\$15m in emergency aid for the industry. But

industry sources say as much as C\$250m in immediate additional aid may be needed to avert a major collapse.

High hopes were held out for fishing five years ago when Canada proclaimed its 200 mila extended economic zone. But confusion by the Federal Government as to whether it expected the industry to act as a social crutch or an internationally competitive fish market led to a succession of losses.

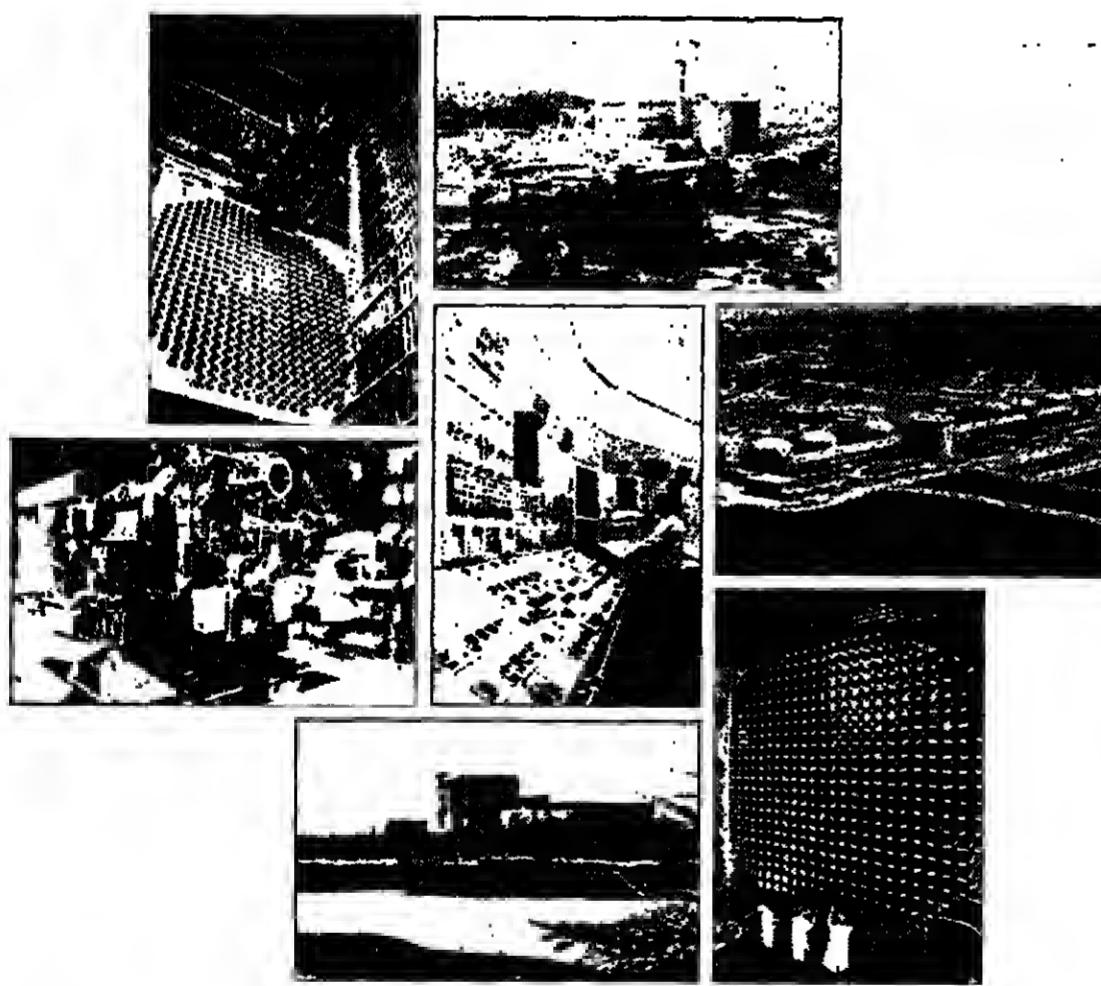
In an attempt to gain greater international market penetration, Ottawa recently signed a six-year agreement with the European Economic Community allowing community ships renewed access to Canadian waters in return for more favourable tariff treatment.

The agreement has been heavily criticised by the Canadian trawler owners as "the thin edge of a wedge" that will ultimately lead to a return of massive foreign overfishing in the Canadian North Atlantic.

Equally troubled is the big forestry industry of the region. The maritime lumber bureau says markets in Britain, the United States and even domestically have all but disappeared. As a result, scores of mills have closed and some companies are bankrupt.

These immediate difficulties, added to Ottawa's cutting down of direct financial support to the provincial budgets, have reinforced local suspicions that megaprojects, for all their spectacular nature, are by themselves a sufficient basis for broadly based economic growth.

Lyndon Watkins



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## CANADA IX

Ontario's economy faces severe shocks. Report by Roderick Oram



## A hard-hit province

**THE ONTARIO** economy, like the national one, is nearing the bottom of a boom-bust cycle of unusual intensity and brevity. The impact has been made all the more severe because, as Canada's main manufacturing region with limited energy resources of its own, Ontario has been losing ground to the West with its oil and gas riches.

Cyclical troubles apart, it must adapt to the rapid rise of energy prices. But, in the longer run, the underlying strength of the Ontario economy and its ability to cope with structural adaptation look unimpaired.

The upturn from the last recession lasted only 14 months until August 1981. Growth hit an annual rate of about 5 per cent in the first half of last year fuelled mainly by higher exports, and falling interest rates set off a brief surge in housing starts and increased spending on durable goods.

Interest rates bottomed out in the summer and suddenly began to rise again, mostly in sympathy with U.S. policy. The Bank of Canada had to keep Canadian rates a few points higher than the rising U.S. ones to sustain the capital inflow.

Throughout August and September many businesses seemed to ignore the dampening threat to demand of rising interest rates. By mid-September Ontario's output had to take a sudden plunge to come back into line with demand. Exports, particularly to the U.S., and many interest-rate sensitive products such as cars and housing, led the way down. Furniture sales, for example, halved between October and November.

### False start

A wave of layoffs and redundancies swept across the province, cutting its manufacturing workforce from a peak of 1,091,000 in August to barely 1m in December. The sector's employment fell nearly 6 per cent in December alone and the bottom is not expected until the end of the winter.

The fall in demand would have warranted larger job cuts but instead manufacturers rapidly added to their inventories. Durable goods inventories as a ratio of shipments reached 2.58 in September at the national level (Ontario accounts for half of Canada's manufacturing) compared with a more usual level of 1.9.

The economic fundamentals did not warrant such a rapid first half expansion or the sudden second half plunge. The year got off to "a false start

with people making a lot of bad decisions thinking the economy was stronger than it was," according to Mr Peter Gosen, director of regional economic forecasting at the Conference Board of Canada, an economic research organisation.

"It was baffling that people did not react earlier," said Mr Paul Kovacs, economist for the Canadian Manufacturers Association. "We kept saying that the growth was too fast for the fundamentals. Later we said the economy should have

rate rise in late summer they fell to 28,000 in the fourth quarter.

The automotive sector, almost exclusively in Ontario and accounting for roughly 20 per cent of the province's manufacturing capacity, demonstrated more resilience than its U.S. counterpart and some other sectors. Canadian production of cars and trucks edged down to 1.31m last year from 1.36m in 1980, a drop of 2 per cent from the peak level in 1978.

Canadian sales of North

monous setback for some Ontario towns. Windsor, for example, across the Detroit river from the centre of the U.S. car industry, is severely depressed. Although the carmakers have put some new investment into Windsor plants, other facilities have closed or are limping along on reduced output.

An additional impact on the economy was the energy pricing agreement signed in the autumn by the federal and provincial governments. This will continue to raise energy prices.

Long-term, the agreement was positive, according to Mr Hugh Segal, associate secretary to the Ontario Cabinet, for federal-provincial relations. It cleared the way for a number of large energy projects, mostly outside Ontario, by establishing their pricing framework. This in turn should give a fillip to steel, construction and other related sectors in which Ontario is strong.

These energy and other resources projects over the next decade should underpin an average 4 per cent annual real growth of the provincial economy, Mr Kovacs of the CMA said.

The pricing agreement should have the additional long-term effect on the economy of giving the Federal Government a larger share of expanded energy revenues, Mr Segal said. The next step, already underway, is to thrash out formula to distribute the money to all parts of the country. In particular, Mr Segal believes Ottawa should forge a national industrial strategy now that it can afford to fund one.

Ontario is impatient with Ottawa's lack of action so far because the province feels it has developed a provincial industrial strategy through its BILD programme, an acronym for Board of Industrial Leadership and Development.

### Election ploy

In part this was an election ploy when there was widespread electoral concern about Ontario's economic future. So far BILD has designated 78 development projects costing \$1.5bn over the next five years. Half the money will come from the redistribution of existing government funds plus money from the private sector and other levels of government. The other half will be new provincial government funding.

In this fiscal year ending March \$145m of provincial government funds and \$275m from other sources will be spent. The key areas for the programme are: development of electrical power; improved urban mass transit; development of the resources sector; upgrading of export performance and industrial technology; maximisation of human resources; and improving the infrastructure of communities.

For example, \$630m will be spent over the next decade on a biotechnology joint venture with the private sector; \$125m on major road improvements in the urban corridor around the west end of Lake Ontario; and more than \$100m on a Toronto convention centre.

The province's Progressive Conservative government has basically balanced its books in recent years but it is facing a budget deficit of about \$1bn, or 5 per cent of the budget, in the fiscal year just about to end because of the recession's impact on revenues.

But running a deficit is not a reversion to Keynesian economics, according to Mr Tom Campbell, the province's deputy minister of finance. The Government has long believed that the province can afford to develop the provincial infrastructure on some borrowed money because future generations will be benefiting from the projects as they repay the loans.

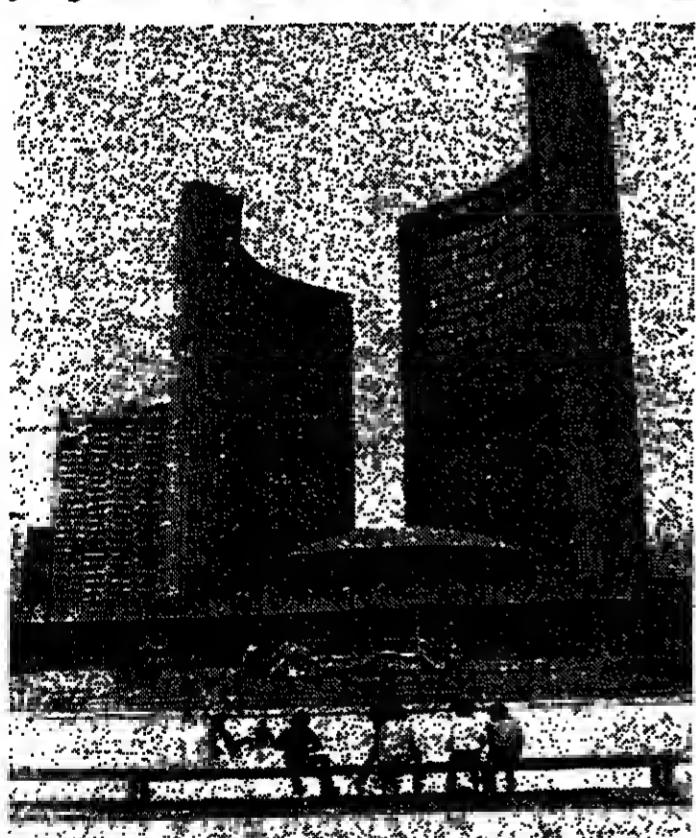
Mr Kearns commented recently:

"For the first time in our 37-year history, I believe we have achieved the kind of long-term stability and the optimum use of our technical and material resources, that we've been trying to achieve all these years."

"We now have an ideal mix of business in the civil and military fields and in sub-contract work."

We hope to maintain employment at our current level and our position as one of the largest single

tackling the problems of a boom-bust economic cycle: Mr Bill Davis, provincial Premier of Ontario for the past 10 years. Ontario provides 80 per cent of Canada's manufacturing exports. Left: City Hall, Toronto



## Increasing investment in aviation

**CANADA** is now investing heavily in the development and production of light transport aircraft for the future, particularly in the business jet and commuter airlines categories. The aerospace industry is small but active, with the major companies—Canadair, de Havilland Canada, Pratt & Whitney Canada and Hawker Siddeley Canada—collectively employing close to 27,000 people, on a wide range of civil and military programmes.

Canadair, employing about 6,500 at St Laurent and Dorval Airport, Quebec, is now busy on development and production of its Challenger twin-engined business jet aircraft and its CL-215 twin-engined amphibious aircraft designed for fire-fighting from the air and a wide range of other tasks.

Canadair is now building the 18-seat Challenger business jet at a rate of about three aircraft a month, and this is to be raised during 1982 to five a month. So far, the company

has delivered nearly 30 Challengers, and the outstanding order book, including options, stands at over 150 aircraft. According to Mr Fred Kearns, president, "the Challenger is a winner and we believe we will be in production on what will be a family of Challengers right into the 21st Century."

The standard CL-600 Challenger with Avco Lycoming engines is to be complemented by the CL-601 version with General Electric engines which is due to fly this April. The CL-215 twin-turbo-prop utility amphibian is designed to operate from small air strips, lakes and open sea, carrying water for fire-fighting purposes, although it can be easily adapted for a wide range of other transport tasks.

With 65 already built, production of the fourth batch of aircraft, from No 60 on, is now under way.

Mr Kearns says that this aircraft is doing well in the marketplace, "and I hope soon to be able to announce further sales to current operators as

well as some new customers."

Canadair also has extensive sub-contract work on hand, including the aftfuselage for the Boeing 757 twin-engined transport and for parts of the fuselage for the Boeing 747 SP (Special Performance) long-range airliner.

On the military side, the company has sub-contracts for parts of the McDonnell Douglas F-15, the McDonnell Douglas/Northrop F-18, the Lockheed C-5A Galaxy freighter and the Northrop F-5 fighter.

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"We now have an ideal mix of business in the civil and military fields and in sub-contract work."

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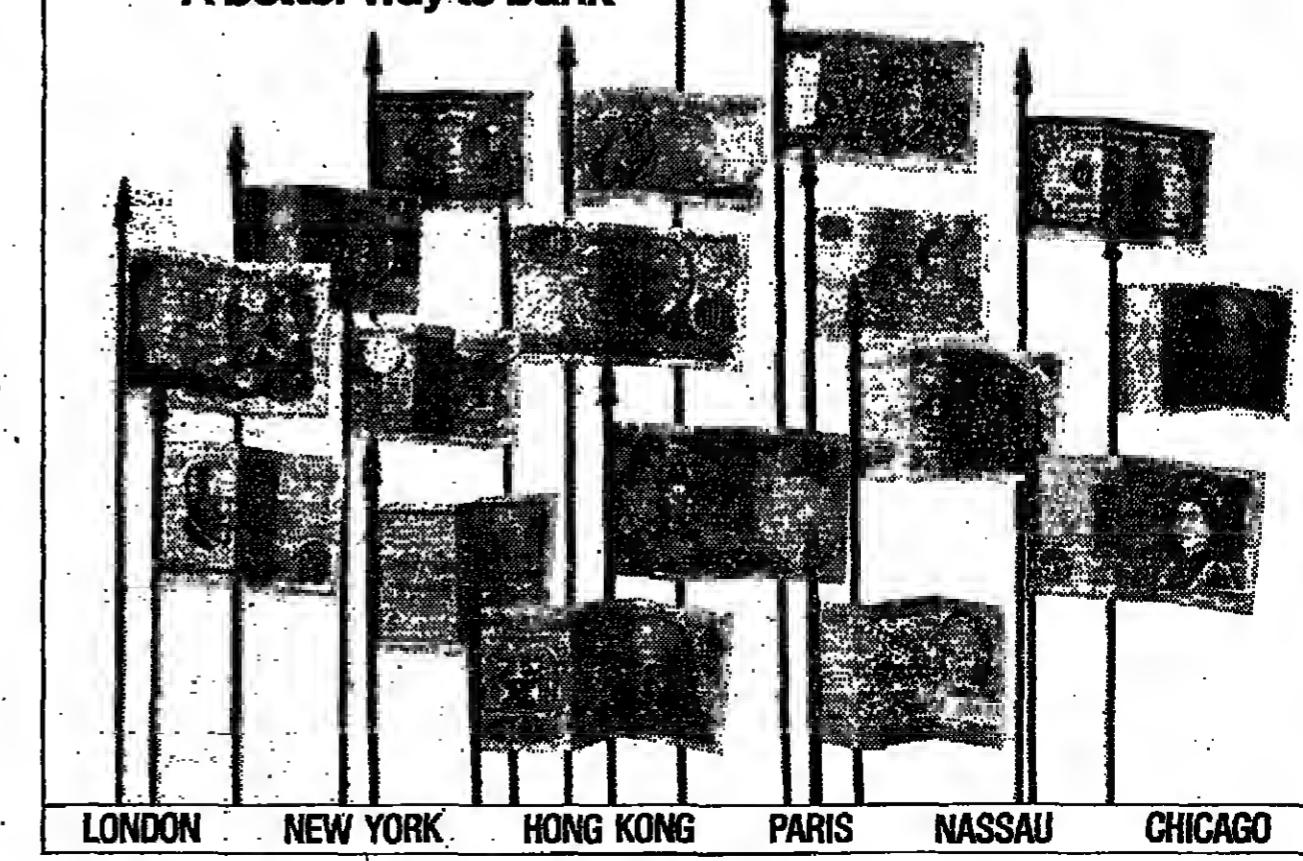
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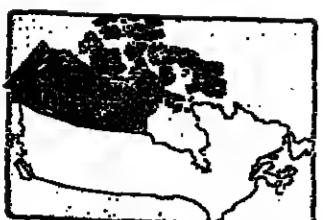
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CONTINUED ON  
NEXT PAGE

## CANADA X



**Jeff Salot explains why interest is being rekindled in the Yukon and N.W. Territories**

# Oil and gas searches fruitful

**STRETCHED ACROSS** the top of the North American continent, Canada's north is a vast, frigid, forbidding, mineral-rich but sparsely populated wilderness.

It is relatively unknown to most Canadians, even though the Yukon and Northwest Territories with a total land mass of 3.8 sq kms, make up almost half of their country.

Only 66,000 people, most of them aboriginal natives, live in the North. The far North is fabled for Eskimos, Indians, polar bears, and the Klondike gold fields of the Yukon. But until very recently the arctic has been isolated and all but forgotten by the populated and industrialized Canadian South. Even the distant early-warning radar stations, once the first line of North American defence against a possible attack across the North Pole, have diminished in importance and seem to most Canadians as much a part of romantic history as the tales of the Klondike gold rush, the mad trapper of Rat River, and the last patrol of the Royal North West Mounted Police.

#### Energy resources

Canadian interest in the Arctic is being rekindled by new discoveries of oil and natural gas in potentially large quantities. The North's energy resources figure prominently in the Federal Government's plans to rid Canada of Opec oil imports as soon as possible.

There is serious political conflict, however, between the North's aboriginal native population and the central Government in Ottawa.

Native groups insist that there can be no large-scale development of northern resources until their land claims are settled.

Unlike the Indians in the southern provinces, northern Indian tribes and the Eskimos have never signed treaties with the Crown surrendering title to their land, and the native peoples have been free to hunt, trap and fish in their traditional ways for untold generations.

Negotiations aimed at extinguishing land claims have dragged on for almost a decade. Last December, the federal Government announced that it was renewing its efforts to settle claims with offers of compensation for the loss of the traditional use of lands now needed for resource development.

Ottawa is offering cash, a share of the proceeds from oil and gas sales and clear title to large tracts of reserve lands for those who wish to pursue their traditional way of life.

The native peoples, however, are demanding a degree of political autonomy and the right to establish governments along the lines of the southern provinces.

The Yukon and Northwest Territories now fall under federal jurisdiction. Although there has been limited devolution of powers and administrative responsibilities to locally-elected assemblies in recent years, ultimate authority rests with the Federal Parliament in Ottawa.

The Federal Government appoints a commissioner for each of the two territories. The commissioners have statutory powers not unlike those held by colonial governors at the height of the British Empire. The Indians and Eskimos arrived in North America from Asia centuries before the first Europeans. The land they found was rich with wildlife and fish.

The Indians tended to stick to heavily forested hunting grounds while the Eskimo or Inuit as they call themselves remained along the Arctic Sea coast and on the barren tundra north of the tree line.

Life in the Far North can be harsh—at the highest latitudes there is almost total darkness for much of the winter. Lakes and rivers begin to freeze by October and ice does not break up until June. It is not uncommon for temperatures to remain below minus 40 degrees centigrade for weeks at a time.

The short summers are gloriously bright with 24 hours of daylight, permitting the tundra to blossom with wild flowers and other delicate vegetation within a matter of days.

There is no agriculture because only an inch or two of topsoil thaws in the summer. The rest remains permanently frozen. Water and sewage pipes in northern settlements have to be built above ground and encased in insulated housings. Vegetables and dairy products are flown in from the South at high cost. But fresh fish and game are readily available.

Caribou and whale meat are the chief source of food in only the most isolated settlements. There has been tremendous change in lifestyles since the earliest contacts with white men in the 19th century. The fur traders were the first to arrive,

snowmobiles. The hunters are away from home for weeks at a time and seek shelter from sudden blizzards by building igloos, the dome-shaped snow houses.

During the summer months the Inuit hunt beluga whales in the shallow waters near the coast and in the estuary of the Mackenzie river.

Wild caribou, a close cousin

of the reindeer, are hunted at all times of the year by both the Indians and the Inuit.

Mineral exploration and mining remain the major source of private sector wage employment in the territories.

In increasing numbers, the native peoples are finding jobs in the wage economy. Some are abandoning life on the land entirely.

Others alternate periodic

welfare and long for the day when they can share revenues from oil and natural gas sales.

Many of them fear, however, that unless they can control their own political institutions they will lose their distinct cultures. More than a dozen Indian and Inuit languages and dialects are spoken in the North.

But in some of the larger communities, such as Yellowknife, the administrative capital of the north-west territories, only the old people have retained their

for licences to operate native-language radio and television stations.

The accelerating pace of energy exploration is bringing improvements in air service. The two territorial capitals, some of the larger communities, such as Inuvik and Tuktoyaktuk, the staging areas for oil companies in the western Arctic, are served by commercial flights from the south daily.

Helicopters and small bush planes are the only mode of travel to the scattered smaller settlements. Even then, winter blizzards and other bad flying conditions can cut off a community for up to three weeks.

While awaiting the energy boom, the northern economy is kept afloat by federal Government spending and the mildly optimistic prospects for the mining industry. Present world prices for precious metals keep the gold and silver mines going even though the most promising ore bodies were staked and worked decades ago.

#### Downturn likely

Several new lead and zinc mines are about to go into production. Uncertain world prices for these minerals, however, are expected to produce a downturn in exploration this year.

Tourism is growing because access is becoming easier and because more and more Canadians want to see their exotic northland while it is still relatively wilderness.

In 1979, the federal Government completed the first gravel road to the Arctic coast. Sometimes it is closed to give way to caribou migrations. During the summer, two ferry crossings complete the link for supply trucks and the adventurous tourists from the south who wish to motor across the Arctic circle. A few wider roads are created on frozen lakes and rivers in winter by ploughing the snow off the ice.

The hard life and the remoteness of complete modern hospital services have contributed towards keeping the life expectancy of the northern peoples well below the Canadian average. Sadly, they sometimes describe themselves as inhabitants of the last remaining crown colonies in North America.



Fish and furs first drew the white man to an inhospitable Canada. This 17th century print shows the old way of life which still survives in the North

work for the resource companies with their hunting and trapping. The federal Government finances primary and secondary education in local schools and pays the costs for those students who wish to attend university in the south. But few Indians or Inuit attain even a secondary diploma.

Ottawa provides modern housing in the settlements and welfare payments to families who cannot subsist in either the traditional or the cash economy. The natives say that they resent

own language. Few aborigines are qualified to teach and almost all schooling is in English.

The tribal elders are seriously worried about the influence of radio and television. All of the communities now receive the northern satellite service of the Canadian Broadcasting Corporation. Most of the programmes are in English.

The CBC has only a small corps of native language broadcasters. More are being trained and many settlements are applying to the federal government

to keep eastern hours so, for example, Calgary's rush hour traffic peaks at 7:30 am. Try to avoid appointments on Friday afternoons, particularly in the summer, because many Canadians make an early start to the weekend to get out into the country.

French is an asset in Quebec, more necessary the further away you travel from Montreal.

Other useful organisations include:

Canada-UK Chamber of Commerce, London 930 2794.

Canadian Chamber of Commerce, Montreal (514) 886 4244.

British-Canadian Trade Association, Rexdale, Ontario, (416) 234 5396.

Canadian Importers Association, Toronto (416) 862 0002.

Canadian Manufacturers Association, Toronto, (416) 363 7261; plus boards of trade (ie chamber of commerce) in all large town and rural specialised bodies, such as the Canadian Electrical Distributors Association.

Telephone and telex calls are cheaper than in Europe and are easily placed. If you envisage a lot of calls, a telephone credit card from your local telephone area manager is useful, as is a telex card from Cable and Wireless in London (242 4433).

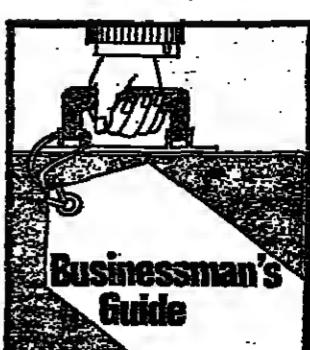
Canada's climate is often extremely harsh. May and September are the prime months for visits because winter and summer temperatures are uncomfortable.

A single room, without breakfast, can cost from \$60 to \$100 a night in a hotel of reasonable standard.

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Canada's climate is often extremely harsh. May and September are the prime months for visits because winter and summer temperatures are uncomfortable.

The average



January (and July) temperatures are: Toronto—4° centigrade (22); Montreal—9° (29); and Winnipeg—18° (30); and Vancouver 2° (37).

But Canadians keep themselves cosy indoors and in public transport so British clothes are perfectly adequate with a few additions. In winter take a heavy overcoat lined gloves, a hat that covers your ears and rubber overshoes, but wait to buy the last item in Canada where there is a better price. In summer, take light-weight clothes.

Social customs barely differ from Europe, although they are much less formal, starting with instant use of first names. To ease the first few moments of chit-chat in meetings be sure to read the sports pages of the local newspaper over breakfast. Canadians love their sports, so it's much better to talk about the fortunes of the local team than the weather which, by the middle of winter or summer, is an extremely old topic.

#### Attractions

There is no shortage of good dining and entertainment in the big cities. Toronto, for example, is home to an international standard symphony, ballet and opera with good theatre in town all year and down the road at Stratford, Ontario, during the summer.

Comprehensive leisure, entertainment and dining guides are published in all main towns in newspapers and magazines. The countryside is one of Canada's most impressive attractions; try to make room in your schedule to experience some of it. Weekend trips from Toronto, for example, can enable you to reach northern Ontario and even to the shores of Hudson's Bay by train.

Health services are highly proficient but also very expensive, so be sure to have health insurance before leaving home.

The Foreign Investment Review Agency looks large if you are planning to set up business in Canada or to buy a Canadian company. Understanding what the agency is demanding of you is rather like the blindfold party game of trying to decide what an object is from touching a small part of it; it is a table or an elephant?

It is wise, therefore, to hire a lawyer versed in FIRAs ways, or at least be in touch with the agency. Its Ottawa telephone number is 613 985 9449. The British Department of Trade's Commercial relations and exports division in London 215 3364 can also help you understand the beast.

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The average

## Aviation projects

CONTINUED FROM PREVIOUS PAGE

mid-1983. Deliveries will start in 1984.

The company expects employment on the Dash 8 programme to rise steadily through 1982 and beyond, eventually reaching over 4,000 when full production is reached in 1984-85.

In addition to the Dash 7, Dash 8 and Twin Otter programmes, DHC continues to build the DHC-3D Buffalo twin-turbo-prop STOL utility transport for military customers worldwide, together with its civil variant, the DHC-5 Transporter.

For the longer term, DHC is considering derivatives of several of its aircraft, including a possible development of the Twin Otter, and a 60-80 seat development of the Dash 7, for the mid to late 1980s.

Canada is also one of the world's biggest suppliers of turbo-propeller engines for light transport aircraft from Pratt and Whitney Aircraft of Canada of Longueuil, Quebec, a part of the U.S. United Technologies group. The company employs about 7,700 and, to date, has delivered more than 20,000 engines, most of them turbo-propellers of the PT-6 series, an engine which is currently used in more than 6,000 aircraft of 74 different types of worldwide.

Be prepared

Pratt and Whitney Canada is now developing the new PW-100 Series of turbo-propeller engines for the new generation of commuter airliners now under development in many countries. Versions of this engine will power the Brazilian Embraer Brasilia, to enter service in late 1983, while a more powerful version will be used in the new de Havilland Canada Dash 8 when it enters service in 1984. Another version will be installed in the Aérospatiale Aéritalia ATR-42, while British Aerospace and Fokker are both studying the PW-100 Series as possible powerplants for new versions of the BAe 787 and F-27 airliners, respectively.

The Orenda Division of Hawker Siddeley, Canada, at Toronto Airport is involved in the manufacture, repair, overhaul and technical support of jet engines for the Canadian armed forces, and also undertakes manufacture under subcontract for aero-engines in production elsewhere. Orenda supplies engine parts to countries as far afield as Belgium, West Germany, Italy, the Netherlands, Norway, Pakistan, the U.S. and Venezuela. Other companies in the Canadian industry include Boeing

of Canada, which is working on the improvement of Search and Rescue helicopters for the Canadian Government's Search and Rescue Capability Upgrade Project (SARCAP).

There are several smaller companies, such as Avions Robin Canada (which assembles and markets some models in the current French Avions Robin range of small light aircraft); Northwest Industries, Canada's largest and most experienced aircraft maintenance, repair, overhaul and modifications company; and Zenair of Nobleton, Ontario, which builds small, light aircraft.

Michael Donne

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## Meet an Innovator



Dennis Jones with some of the equipment at POS Pilot Plant Corporation.

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What are the benefits for Dennis Jones of being part of INNOVATION PLACE?

"The environment is very conducive to research and development. We can find within the confines of the park other groups with similar interests and purposes — particularly at the University of Saskatchewan. We have a high level of both formal and informal collaboration with many university departments."

Adds the British-born scientist, who is involved with the performing arts in his spare time, "The combination of a large university and a small city also creates a delightful environment to live in."

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## FOREIGN AFFAIRS

# The lesson Europe must learn

By Ian Davidson

**IN THE** past few months, friction between Europe and the United States has been getting steadily sharper. It is premature to talk of anything like a full-blown crisis, but the trend of events contains all the elements for a further deterioration.

On this side of the Atlantic it has become tiresomely commonplace to lay most of the blame for this unsatisfactory state of affairs on the Americans. Ever since his election, President Reagan's crude anti-Sovietism has caused mutterings of disquiet in Europe, and the harshness of his reaction to the crackdown in Poland risks leading on to a first-class row over the gas pipeline deal.

On the economic front, the Community governments have dispatched the Belgian Prime Minister to complain about the damaging effects of America's high interest rates.

These grievances, which derive from their direct impact on European interests, are backed by other more oblique criticisms: the imbroglio in El Salvador, the bland support for the military regime in Turkey, the arming of the Middle East, the apparent inconsistency of U.S. policy on nuclear arms control negotiations.

Behind many of these complaints lies a more general charge: lack of coherence in U.S. foreign policy.

**Europe is itself divided and incoherent**

Not merely has there been no resolution of the struggle between the hard men (epitomised by Caspar Weinberger, the Defence Secretary) and the somewhat softer men (epitomised by Alexander Haig, the Secretary of State), there seems to be little consistency in the nature of that struggle; over El Salvador, for example, it seems to be Weinberger who is playing it cool, and Haig who is playing it hot.

There is a good deal of force in this litany of European complaints. The trouble is that the European governments do

not seem to have even begun to think about what they should do to bring greater influence in bear on the leader of the Atlantic alliance. Complaining and muttering are easy, but given the background and emotional prejudices of the Reagan Administration, it is hardly surprising that it pays so little attention to Europe when Europe is itself divided and incoherent.

President Reagan may have been too quick to slap curbs on high-technology exports to the Soviet Union after the Polish crackdown; the European members of the alliance were certainly too slow in formulating their own position.

Indeed, apart from the generalities, it is still not clear if there is a united European position.

This is strange. Amidst the manifest shortcomings of so many other aspects of Community life, the member governments regularly congratulate themselves on the success of their efforts at foreign policy co-ordination. It is barely three months since they agreed to strengthen the mechanisms for this consultation, and to extend the range of subjects to include at least the political, if not the military, aspects of security.

Come the Polish crisis, and do the Community foreign ministers spring into action? They do not. They dither, and in dithering they play into the hands of those in Washington who put such a high premium on standing up to Moscow that they persuade themselves that America can conduct western foreign policy single-handedly.

In the days when the axis of America's East-West policy ran exclusively through Europe, European dithering was often seen as both calamitous. Those days have now passed. The Iranian revolution, the Soviet invasion of Afghanistan, the Iran-Iraq war and the election of Ronald Reagan have given us an America which sees the confrontation with Moscow in much more "global" as well as much more intense terms.

It is easy for Europeans to argue that America cannot implement its new global ambitions without European help, and that European views will therefore have to be taken into account. The trouble is that Washington may not see



President Reagan and (right) Wilfried Martens, the Belgian Prime Minister: a frosty meeting at the White House

it that way, and that incoherent European foot-dragging may provoke more unilateralism in the U.S., not less.

The heart of the matter is that the countries of Western Europe have not yet come to grips with the question of their relationship to each other. Until they do, their relationship with the U.S. is likely to be unsatisfactory and possibly dangerous.

Twenty-five years ago the success of the limited Coal and Steel Community led to the creation of the broader European Economic Community. But it is glaringly obvious that the record of the past quarter-century has fallen far short of the aspirations of the founding fathers.

Some would say that the Community has made no major progress on the road to economic integration since the foundation of the common agricultural policy (CAP) in 1964, and that with hindsight even that achievement has proved a colossal mistake. Others, more charitably, would claim significant success for the establishment of the European Monetary System in 1979, and the direct election of the European Parliament.

What is undeniable is that 23 years of the Community have done little or nothing to strengthen the commitment of the member states to a more genuinely united Europe. Every few years they have tended to set up a new study group to work out ways of making the Community's work better, but all the reports end up in the wastepaper basket. The reality on the ground is that competing national interests almost always take priority over the common interest.

There is nothing particularly surprising about this. Old habits die hard, and old countries do not lightly surrender their national sovereignty or permit interference with their systems of political legitimacy. The hard fact is that, if the member states are unwilling to face the implications of further integration inside the Community, it is illusory to imagine that they can be united in their foreign policy.

Hans Dietrich Genscher and Enrico Colombo, foreign ministers of Germany and Italy, have been trying to grapple with the problem by proposing a new "Act" of European union. Unfortunately, what they have to

offer is almost entirely symbolic and ceremonial, having to do with such things as formalising the European summits as part of the institutional apparatus of the Community. Whether their proposals are adopted or not, they will make no difference unless there is also a more profound change of attitudes than is visible on the horizon at present.

Dissatisfaction with the way the Community works is almost universal, but for many years the member states have seemed on balance to prefer to use the institutions as a mechanism for handling, if not of resolving, their competing national interests, rather than make a more profound commitment to the implied objectives of the Community. Fortunately (but unfortunately, according to one's point of view), the time for this static option is fast running out: if the Community does not move forward, it will move back.

This uncomfortable dilemma is exemplified by the current squabble over the Community's farm prices and Britain's share of the Community budget. Superficially, this is just another case of those haggles about

money that have become so presumably familiar. But the heart of the matter is that it is really a disguised argument over whether the Community should be more integrated or less integrated.

The common agricultural policy, based on common prices, common market management, and common financing, represents the integrationist choice; but almost everything else in the Community corresponds to a looser, *laissez-faire* choice. In practice these conflicting choices cannot co-exist side by side indefinitely; if the integrationist nature of the CAP is severely distorted by the fact that we still do not have genuinely common prices, despite the relatively successful working of the European Monetary System.

For the time being, France and some other member states are invoking the integrationist principles of the CAP in order to avoid facing the fact that the policy has gone wrong, and that in any case economic integration cannot last long if it is confined to one quite small sector.

If the heart of the matter is not faced, it is an odds-on bet that the CAP will disintegrate, and the current prospect is that that process will be triggered.

**A danger that the CAP will disintegrate**

by the budgetary argument, no doubt in circumstances of growing unease and acrimony.

The nature of the dilemma facing Europe has received far too little attention. Most European governments are understandably preoccupied with domestic problems like inflation and unemployment, and the record of the Community hardly

inspires them with hope. But the choice is increasingly clear: if they cannot summon up a greater degree of effective commitment to European unity, the Americans will be more and more likely to go their own way.

## Lombard

# Hands off U.S. money policy

By Samuel Brittan

**THERE IS** something unhealthily about the European attitude to U.S. interest rates and monetary policy.

A plausible case can be made out for the ostensible on-the-surface attitude. The U.S. budget deficit—merely for this year, or next, but stretching as far ahead as can be seen—could only create more disturbance for interest rates as much as for anything else.

Now would foreign currency intervention provide a satisfactory alternative. Such intervention for a more responsible fiscal policy. President Ronald Reagan will not tremble at his boots when U.S. budget deficits are denounced by Sir Geoffrey Howe in the House of Commons, or when the Belgian Prime Minister M. Wilfried Martens protests about it in the White House. But no doubt every little pressure reinforces those in the Administration and in Congress who are in any case unhappy with events.

Presented in this way, it is not a criticism of the Fed, but a reinforcement for it in its campaign for a more responsible fiscal policy. President Ronald Reagan will not tremble at his boots when U.S. budget deficits are denounced by Sir Geoffrey Howe in the House of Commons, or when the Belgian Prime Minister M. Wilfried Martens protests about it in the White House. But no doubt every little pressure reinforces those in the Administration and in Congress who are in any case unhappy with events.

So far so good. But there is a further half-expressed argument in the background. This is that even if the U.S. budget deficit cannot be reduced by the large amounts required, U.S. interest rates should still be cut, even if that means soft-pedalling the Fed's stand against inflation.

Some Europeans almost appear to be saying: "Please reduce interest rates at all costs and stockpile our currencies, and meanwhile don't forget that General Jaruzelski makes the trains run on time." But sticking to the monetary point alone, it would be disastrous if Mr Volcker were to give in.

There is no way by which the Fed can control both interest rates and the money supply. By abandoning or disregarding its monetary objectives, it might secure a little temporary alleviation—but at the expense of more rapid inflation and still higher interest rates in a year or two. This is the mistake that the Fed, like many other central banks, has made in most previous recessions—one hopes that the Bank of England is not making it now.

A re-acceleration of U.S. inflation would not be in the interest of the rest of the world. Interest rates are rigidly tied to U.S. ones. Prime lending rates vary from less than 6 per cent in Japan to 18 per cent in Switzerland, 18 per cent in Germany to 14-14 per cent in Britain and France, 17 per cent in the U.S. and over 22 per cent in Italy.

There are obviously factors at work other than inflation differentials; but they have a key role. Any European country can have a lower interest rate than at present, without depreciating against the dollar, if the markets come to believe that it has moved on to a less inflationary course.

Politicians deceive themselves if they suppose that the worldwide shift from negative to positive real interest rates is mainly the result of central bank policy. It reflects much deeper forces such as an increase in the demand for capital. European statesmen would do more for world harmony and prosperity by putting their own houses in order than by reading lectures to Washington.

**Letters to the Editor****Finding finance for future cross-Channel links**

From the Chairman, European Ferries

Sir—I do not wish to become too involved in a new Channel tunnel debate but the exchange of correspondence between Mr A. F. Gueterroch of Channel Tunnel Developments (February 12) and Mr Patrick Shovelton of the General Council of British Shipping (January 8) has been very interesting. I wonder if I may be permitted to correct one or two of the more obvious errors which Mr Gueterroch makes.

It is said that ferry fares have increased by more than the rate of inflation since the cancellation of the last Channel tunnel scheme in early 1975. This is incorrect. Fares have declined significantly since that time and in some cases are actually lower now than they were 50 years ago.

Having taken Mr Shovelton to task for claiming that the

tunnel would not be able to carry all classes of traffic Mr Gueterroch then very fairly sets out those types of traffic with which the tunnel could not cope. I hope that this type of logic does not carry through into the studies produced on behalf of his company.

With regard to the financing of the tunnel, I am very pleased indeed to see that, excluding a guarantee against political cancellation, no financial guarantees of any nature will be required to complete a Channel link. I have heard this claim before and I have heard it said that leading merchant bankers foresee no difficulties in this regard. I regularly meet all the leading merchant banks and I have yet to meet a director of one who, privately within his own office, would be so sanguine. What I think they are all prepared to do is to examine the feasibility of raising finance on these terms.

Without benefit of scrutiny

From Mr P. Pennington-Legh

Sir—I cannot be alone in doubting whether a new Lloyd's Bill or a new "new" Bill is either necessary or wise. Lloyd's is a corporation set up by acts of Parliament with a legal entity quite distinct from its members and separate from "the market" it encompasses. Whereas what the market does or does not do in the conduct of its trade warrants the attention of the Press and Parliament, it is dubious whether the negotiations surrounding the self-regulation of the Society and Corporation of Lloyd's are equally deserving of such constant and damaging public exposure. While divestment and immunity are concepts demanding debate, it is not necessarily upon the floor of the House, nor before the bench of public opinion, that such debate should be heard. Moreover, there is I contend an alternative to the new Bill and that is the Royal Charter option which over the last century many regulatory bodies have chosen to pursue.

Were the Crown to grant Lloyd's a charter of incorporation in place of the special Acts of Parliament one invaluable advantage will accrue. This refers to the removal of matters concerning the constitutional powers of Lloyd's and its ruling committee from the public and political forum. The members and the council would suggest amendments to the charter or

the byelaws before the Privy Council which would then consider the interests of the public, the members and the corporation in secret without the benefit of media analysis.

P. R. Pennington-Legh  
51 Kings Road,  
Windsor,  
Berks.

**Self-regulation at Lloyd's**

From the Chairman of Lloyd's Underwriting Non-Marine Association, Ariasius Underwriters' Association

Underwriters' Association: Motor

Underwriters' Association: and Insurance Brokers' Committee

Sir—We, the chairman of the six Lloyd's market associations, would like to reiterate our support of the Lloyd's Bill now reaching a crucial stage in its parliamentary career.

Private legislation can seldom have received such attention or aroused such controversy. There comes a time, however, when individual interests must give way to the common good and opposition from a vocal minority ought no longer to delay a measure already endorsed by the membership, the market and the parliamentary committee.

Lloyd's, it should be remembered, contributes nearly £600m a year to Britain's invisible earnings and provides employment directly or indirectly for more than 72,000 people. All of

this could be placed at risk if the request for an effective system of self-regulation now to be denied.

Richard Ballantyne, Barry Coleman, D. E. Coleridge, H. R. Robinson, M. B. Rumsey and R. M. Salter, Lloyd's, Lime Street, EC3.

**Out of favour in the private sector**

From Mr R. Mountjoy

Sir—I, the letter from A. J. Williams (February 11), meant to be taken seriously?

In effect, it is suggested

private sector schemes should tell retiring employees that there is a marvellous way of giving them index linked pensions. All they have to do is to agree to accept a pension at the outset which is considerably reduced—perhaps by as much as one-half.

The problem of index linked pensions in the public sector was created by politicians, presumably with no real business experience, committing the unpardonable sin of signing a blank cheque. There is no painless solution and certainly equity will not be achieved by merely re-arranging the capital value of pensions from the private sector schemes. Is Mr Williams proposing that public sector pensions are put on the same basis? I doubt it.

R. W. Mountjoy  
29 Queen Street, Horsham, West Sussex.

**Tighter advertising controls**

From the Director-General, Advertising Standards Authority

Sir—David Churchill (February 11) says that the Advertising Standards Authority does not cover "a few areas" such as direct mail, free-sheets and publications such as "Exchange and Mart". Some of your readers may suppose that this means that these media are outside the scope of the British code of advertising practice, which we enforce. This is not the case. We receive nothing but support and co-operation from "Exchange and Mart" and regularly and successfully pursue complaints about misleading advertisements both in free-sheets and in direct mail catalogues.

It is true that where publishers of advertisements are outside the trade associations that support the code, ensuring compliance can, in theory, be difficult. So it is important to realise that the three trade associations whose members are responsible for the great bulk of direct mail advertising are already in membership of the CAP committee.

ASA participated in the Department of Trade Working Party in 1980 and endorsed the proposal that emerged from it, under which the director-general of fair trading would acquire the power to seek an injunction against advertisements which breached a general duty not to deceive or mislead. We believe that this is desirable because present legal controls are ill-adapted to coping with the enormously diverse and permanently mobile advertising business and are inadequate without such backing.

It is unfortunate that Mr Mountjoy, in pressing his claim to acquire such a power, should be reported as suggesting that his need for it arises from a tendency on the part of the ASA to be soft on offenders. He well knows that the number of occasions on which any injunctive power could be exercised would be tiny, and that, in any foreseeable future, the main burden of coping with misleading and offensive advertisements must continue to rest, as it does now, with the self-regulatory system.

ASA is no less dedicated than Mr Mountjoy to the development of an effective partnership between legal and self-regulatory controls; that aim is not furthered if one of the partners is seen to suggest that the commitment of the other is suspect.

Peter Thomson  
Advertising Standards Authority

29 Queen Street, Horsham, West Sussex.

13 Torrington Place, WC1.

**"In 1982, all we wanted from retirement was a cosy seaside bungalow."**

In a few years time, you're going to change your ideas about retirement. Because with the advances of modern day life and technology there will be so much more to look forward to.

The very day you start looking forward to retirement you'll do something about it.

But with regret for not having planned anything sooner.

So, if you bear the word 'pension' now, then Equity & Law is here to help.

Looking after people's finances has been our business since 1844.

And our assets of over £1 billion does prove we require good assets.

For instance, we understand that people want a pension plan that meets their needs as closely as possible.

Especially those who are self-employed or faced with the prospect of depending on a state pension.

Also, we know people are looking for tax advantages and flexibility too.

We wouldn't offer such a wide range of pension plans otherwise.

Whatever your final choice of pension plan, you'll be surprised how little it can cost for a future that holds so much.

So hear what your financial advisor has to say

## Good profit shown by Benguet

DESPITE GENERALLY unfavourable conditions, 1981 was the second most profitable year for Benguet, the major producer of copper and gold in the Philippines, reports Leo Gozaga from Manila.

It realised a net income of pesos 190.7m (£12.7m) last year, better than any other year except for the record pesos 205.3m earned in 1980.

Benguet attributed the 24 per cent fall from the preceding year's profits level mainly to higher production costs and the doubling in the tax on mineral products.

Despite lower metal prices, operating revenue rose 10 pesos 2bn in 1981 from pesos 1.8bn in 1980 as volume expansion more than offset the value contraction in the company's copper, gold, silver and chromeite products.

Up to 31 per cent of last year's net income came from the copper-gold-silver properties of Dizon Mines in San Marcelino (Zambales Province, West Central Luzon), which is operated under contract by Benguet. A similar percentage came from gold trading operations.

### Baring Bros.

#### expansion

Profits for 1981 of Baring Brothers and Co., the merchant banker, have risen from £0.55m to £1.1m after tax and a transfer to inner reserves. Again all the profits have been paid out as dividends. The ultimate holding company is the Baring Foundation, a charitable trust.

The year-end balance sheet shows disclosed shareholders' funds of £53m, against £30m previously, with the reserve having been increased in £29.45m by a transfer of £5m from inner reserves. Deposits amounted to £58.61m (£45.84m).

## Berisford confident of future profitable growth

CONFIDENCE THAT international commodity trader S. and W. Berisford shall maintain and improve on its record of success and continue to find profitable growth to the future, is expressed by Mr E. S. Margulies, the chairman, in his annual statement.

For the year ended September 30 1981 group pre-tax profits rose from £56.1m to £60.7m—as reported January 18. The results reflected the consolidation of Berisford's 40.02 per cent holding in British Sugar Corporation—without this consolidation, full year taxable profits were £37m.

Mr Margulies says results to date of British Sugar fully justify the investment made last year. Under the Takeover Code's rules, although Berisford still holds, it is inhibited from making any further investment until the summer of 1982. During this period, however, it is said the group will continue to keep the position under review.

He explains that the group's strategic course is to further develop its activity to draw on its skill and experience and substantial financial resources in

order to broaden and strengthen its existing mix of trading and processing businesses, and improve their individual performance.

Thus, Berisford intends, cautiously and deliberately, to deepen involvement in trades where it is already established profitably, as well as to extend the range of materials in which it trades by moving into promising new areas. The group aims to do this either by acquisition of existing merchandising and processing businesses or by new ventures from within.

Berisford also seeks to strengthen its regional organisation in different parts of the world so as to improve its ability to source important raw materials or to service customers internationally.

At September 30 1981, group shareholders' funds had increased by £15.7m to £170.7m. Fixed assets amounted to £415.5m (£40.8m), while net current assets were down from £36.52m to £49.55m. Net bank borrowings jumped by £19.41m to £205.05m.

At an extraordinary general

## UK COMPANY NEWS

### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Any application for not to be notified as to whether dividends are interim or final and the subdivisions shown below are based mainly on last year's timetable.

**TODAY**  
Interim:  
Midwinter ..... Mar 4  
Finals:  
Fidelity Investments ..... Mar 4  
General Accident Fire and Life Assurance ..... Mar 4  
Investing in Success ..... Feb 22  
Johnson Group Cleaners ..... Mar 17

**FUTURE DATES**

Interim: ..... Mar 4  
Finals: ..... Mar 4

Fidelity Investments ..... Mar 3

General Accident Fire and Life Assurance ..... Mar 3

Investing in Success ..... Feb 22

Johnson Group Cleaners ..... Mar 17

## Better signs for Deanson

DEBORAH Services

## downturn

DESPITE A slight increase in turnover from £1m to £1.7m, pre-tax profits of scaffolding contractor, Deborah Services, tumbled from £760,000 to £261,000 for the six months to September.

Mr A. L. Britton, the chairman, says the reduction has been caused by severe pressure on margins as a result of the continued recession. He warns that it is very difficult at this stage to forecast any improvement for the second six months.

The interim dividend, however, is maintained at 1.25p per 5p share, payable on March 16. For the six months to December, dividends totalled 4.25p from pre-tax profits of £1.57m.

The company's shares are traded on the market made by M. J. H. Nightingale and Co.

### SHARE STAKES

Stewart Plastics—C. Dugan Chapman, director, has disposed of 250,000 shares at 120p leaving holding 6,313,336 shares (37.922 per cent).

Fundinvest—As a result of the sale of 50,000 capital shares in Edinburgh Investment Trust, it reduced its holding to 1,055,000 capital shares (16.6 per cent).

SPAIN

	1981-82	Price
High Low	338	Barco Bilbao
330	280	Barco Central
320	280	Barco Extensor
320	228	Barco Hispano
320	280	Barco Industrial Cat.
320	280	Barco Santander
320	228	Barco Valencia
320	200	Barco Zaragoza
175	82	Dinagat
75	45	Espanola Zinc
75	45	Faccat
75	22	Hidro
82.5	63.5	Iberduero
102.5	70	Pernafesa
104	70	Petronor
102	70	Telefónica
80	60	Union Elect.
76.2	60	

FEB 18

## Hunting Gate up by 73%

### CONSOLIDATED SEMI-ANNUAL REPORT

Statement of Income

for the period April 1, 1981, to September 30, 1981

In Millions of Yen

Sales and other income ..... 1,210,354

Cost and expenses ..... 1,155,440

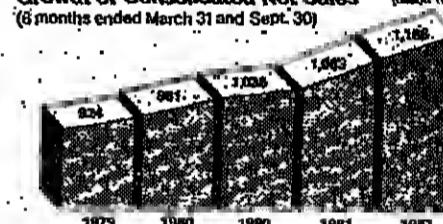
Income before income taxes ..... 54,914

Income taxes ..... 32,897

Net income ..... 22,017

Net income per share of common stock ..... 9.86 (in Yen)

Growth of Consolidated Net Sales (6 months ended March 31 and Sept. 30)



Balance Sheet

(September 30, 1981) In Millions of Yen

ASSETS

Cash and time deposit ..... 323,133

Notes and accounts receivable, trade ..... 478,996

Inventories ..... 433,125

Other current assets ..... 291,893

Property, plant and equipment ..... 351,403

Other assets ..... 329,565

Total assets ..... 2,208,408

LIABILITIES

Bank loans ..... 494,138

Notes and accounts payable, trade ..... 377,805

Other current liabilities ..... 537,156

Other liabilities ..... 419,937

Common stock ..... 123,004

Surplus ..... 256,368

Total liabilities ..... 2,208,408

Our latest Consolidated Semi-Annual Reports are available at Toshiba International Trade S.A., London Office, 12/18 Hilton Garden

London E.C.1, England TEL: (01) 405-4572-8

TOSHIBA CORPORATION TOKYO/JAPAN

### Public Works Loan Board rates

Effective February 20, 1982

Quoted rates repaid Non-quota loans A\* repaid

Years by EPT At maturity by EPT At maturity

Up to 5 ..... 151 151 151 151 151

Over 5; up to 6 ..... 151 151 151 151 151

Over 6; up to 7 ..... 151 151 151 151 151

Over 7; up to 8 ..... 151 151 151 151 151

Over 8; up to 9 ..... 151 151 151 151 151

Over 9; up to 10 ..... 151 151 151 151 151

Over 10; up to 15 ..... 151 151 151 151 151

Over 15; up to 25 ..... 151 151 151 151 151

Over 25 ..... 151 151 151 151 151

Non-quota loans A are 1 per cent higher in each case than non-quota loans A. \* Equal instalments of principal. <sup>1</sup> Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). <sup>2</sup> With half-yearly payments of interest only.

Deposits of £1,000 to £50,000 accepted for fixed terms of 3-10 years. Interest paid gross, half-yearly. Rates for deposits received not later than 12/31/82

TERMS (years) 3 4 5 6 7 8 9 10 11 12

INTEREST % 131 131 131 131 131 131 131 131 131 131

Deposits to and further information from The Treasury, Finance for Industry plc, 91 Waterloo Rd, London SE1 8XP (01-828 7822, Ext. 267).

FFI Cheques payable to "Bank of England, c/o FFI FFI" is the holding company for ICFC and FCI.

Prices now available on Prestel page 48148.

### FINANCE FOR INDUSTRY TERM DEPOSITS

Deposits of £1,000—£50,000 accepted for fixed terms of 3-10 years.

Interest paid gross, half-yearly. Rates for deposits received not later than 12/31/82

TERMS (years) 3 4 5 6 7 8 9 10 11 12

INTEREST % 131 131 131 131 131 131 131 131 131 131

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Companies and Markets

## INTERNATIONAL BONDS

## Optimism despite uncertainty over U.S. economy

THE INTERNATIONAL bond markets were back at their favourite game at the end of last week—guessing the impact of the latest U.S. money supply figures.

But in stark contrast to previous weeks, there was more than a hint of optimism in the back of traders' minds, fuelled by a somewhat unexpected decline in short-term money rates.

While prime rates in the U.S. moved up to 17 per cent last week, Eurodeposit rates actually fell in Europe, with the six-months' rate shedding as much as 1 point to 15½ per cent.

This was particularly good news for traders in fixed rate bonds, who once again suddenly found themselves able to finance inventories of bonds at a positive cost of carry.

Outstanding gains were to be made, particularly from the adjustable issue for Mexico for which the initial coupon has been set at 17½ per cent—far above interbank rates. This helped the issue survive the trauma of the flotation of the peso which was almost simultaneous with the launch of the bond.

But the coupons on other new fixed rate issues also began to look rather generous. The 16 per cent issue for Saskatchewan was quickly increased from an initial amount of \$100m to \$125m, and other new fixed rate issues were also reported to be selling well.

Then on Friday, the Eurobond market received a rare visit from the Republic of Austria, which is floating a \$150m, 15½ per cent issue at 9½ per cent through Salomon Brothers, S. G. Warburg and Morgan Guaranty.

This is the first fixed rate dollar issue by Austria since a Yankee bond was launched in 1977. Some Swiss investors were said to be baulking at the name, which is all too familiar on their domestic market. But its rarity value allowed it to sell very well in other quarters.

The issue comprises an initial tranche of \$75m, while another \$75m may be sold on a tap basis later.

Does this mean the Eurobond market is back on a more conventional and steady diet of fixed rate bonds? Unusually,

there were no zero coupon issues last week, and as far as the secondary market is concerned it was said one trader "not exactly managing to run away with itself."

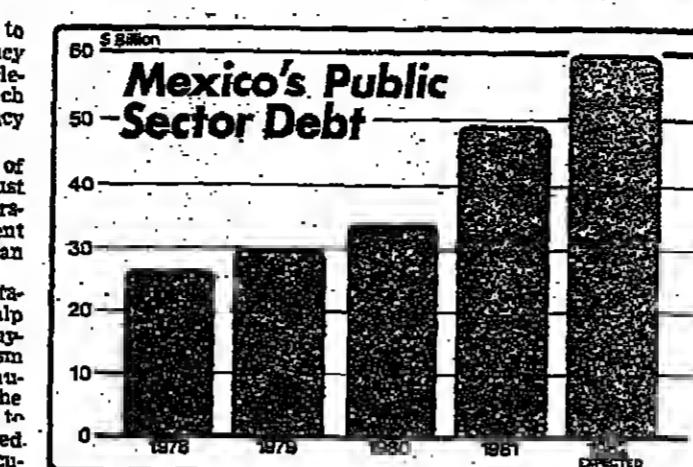
While bond prices closed quite strongly up on Friday, the gains on the week were still quite small as the market remains fearful of more shocks from the other side of the Atlantic.

Continental markets mirrored the performance of the dollar sector, with confidence growing at the end of the week as lower dollar interest rates depressed the U.S. currency against the D-Mark and Swiss franc.

In Germany the DM 100m 10-year bonds for the Spanish telecommunications agency Claro Telefonica Nacional were awarded a 10½ per cent coupon by lead managers Dresdner Bank.

This is somewhat above the 9½ per cent coupon on the preceding DM 200m issue for the EEC, but the terms may have had to be sweetened slightly because the borrower does not carry a formal government guarantee.

A dramatic illustration of the impact of lower oil prices on



MEXICO'S sudden decision to let its peso slide on currency markets may lead to an acceleration of the rate at which spreads on its foreign currency loans have been rising.

This was the consensus of Euromarket bankers as the dust began to settle around Thursday's effective 30 per cent depreciation of the Mexican currency.

In the longer run, the flotation of the peso should help the country's balance of payments by boosting tourism revenues and exports of manufactured goods. But for the short term, it seems likely to lead to a period of intensified economic uncertainty, particularly for the private sector, which has dollar debts of some \$15bn.

The \$2bn, four-year renewable credit for Pemex which enters syndication this week with a margin of 4 per cent over Libor or 2 over U.S. prime rate, thus presents something of a test for the market.

There is no serious problem with this credit as it was already oversubscribed by \$200m at the lead management level before the peso was floated. But Mexico is hoping for a good sell-down so that major banks remain space on their balance sheets for further borrowings by public sector entities.

Mexico was shown by Pemex's admission in London last week that its outstanding external borrowings more than doubled last year to \$20.5bn. Of the total, about \$4.2bn takes the form of direct short-term loans from banks—about half of which will be consolidated into medium-term debt this year.

On the other side of the world Western banks are becoming increasingly confident that Poland has met or at least nearly met its commitment to pay outstanding 1981 interest arrears on its foreign debt.

These credits mark a significant increase on the recent \$120m credit for the development bank, Banco de Fomento Nacional, which carried margins of only 4½. Portuguese deals

are being closely watched at the moment because a large credit up to \$50m is expected later in the spring for the Republic itself.

But some bankers said on Friday that Portugal may still press for an element of 3 per cent on the margins for its credit.

Another new mandate last week was \$200m for Venezuela's agricultural development bank, Bandeiro. Led by a group including Credit Agricole and Libra, this bears a margin of 4 per cent for the first two years, rising to 1 per cent for the next three years if renewed at the lender's option.

However, Venezuela has apparently still not decided whether to raise a large loan from banks in the Gulf. Signing of the latest large credit for the Republic has also been delayed for about a month, because of unusually complicated discussions on legal documentation.

This credit is expected to be increased eventually to at least \$850m, and possibly \$1,000m.

Another credit to be increased is that for Denmark, led by Citibank, where subscriptions are already high enough to raise the Libor-based tranche to \$250m from \$200m, and the prime rate based portion to \$600m from \$500m.

Peter Montagnon

## EURODOLLAR LOANS

## Japanese lenders' enthusiasm wanes

JAPANESE banks have re-emerged as conspicuous participants in the currently rather shaky Eurodollar loan market, cutting a wider swath when others, notably the West Germans, have been frightened away by a serious squeeze on interest rate spreads on loans.

After a modest resumption 10 months ago, when a temporary ban on their participation in syndicated Euroloans was lifted, the pace of lending has accelerated quickly. In the six months ending this March 31, the Ministry of Finance has allowed a surge to \$8bn in new commitments.

These days, bankers appear willing to accept firm Ministry guidance, partly because they recognise the pitfalls of excessive competition.

Ministry officials insist the thought of one of their charges again being accused of rate cutting to grab business

Japanese banks are worried that spreads for all prime borrowers are still falling, especially in Asia, where a 1 point spread is the going rate.

The Japanese hope that a rise in demand for Eurodollar loans this year will help reverse the slide in spreads. Bankers here see rises in borrowing from a broad range of sources, including oil producers and certain industrialised states like France.

Richard C. Hanson

## CREDITS

## Mexico faces rising spreads

MEXICO'S sudden decision to let its peso slide on currency markets may lead to an acceleration of the rate at which spreads on its foreign currency loans have been rising.

This was the consensus of Euromarket bankers as the dust began to settle around Thursday's effective 30 per cent depreciation of the Mexican currency.

In the longer run, the flotation of the peso should help the country's balance of payments by boosting tourism revenues and exports of manufactured goods. But for the short term, it seems likely to lead to a period of intensified economic uncertainty, particularly for the private sector, which has dollar debts of some \$15bn.

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Peter Montagnon

\* Not yet priced. † Final terms. \*\* Placement. ↑ Floating rate note. ♀ Minimum. ♂ Convertible. ‡ Registered with U.S. Securities and Exchange Commission. ¶ For first three years. Note: Yields are calculated on A100 basis.

CURRENT INTERNATIONAL BOND ISSUES									
Borrowers	Amount m	Maturity	Av life years	Coupon %	Price	Lead manager	Offer yield %	Borrowers	Amount m
<b>U.S. DOLLARS</b>								<b>SWISS BANKS</b>	
Carolina Power	60	1989	7	16½	99	Merrill Lynch	16.753	Oest. Postsparkasse	100
Sanitomo Electric	50	1997	15	5½	100	Daiwa Secs.	5.500	Nakayama Steel**§	100
Hitachi Maxell	30	1997	15	4½	100	Nikkei Secs.	4.006	OKB†	100
Trans-Western Explorat.	10	1997	15	9	100	Bartman Eichler	9.000	IADB**‡	100
Amadas	30	1997	15	*	100	Nippon Kaiyō, Schroder			
<b>CIBIC</b>	125	1987	5	16	100	Dai-Ichi Kangyo			
SOFTTEC	75	1989	7	6½	100	Hanwha Bank, CIBC	16.000		
Mexico	100	1997	15	17½	100	Suntory Fin., Credit Lyonnais	6.000*	First City Fin. Corp.‡	25
Malta Commerzbank	40	1992	10	5½*	100	CCF	17.000*	Can Pacific**‡	140
Austria	75	1988	6	15½	99½	Mac. Bank of Abu Dhabi	5.750*	Becton, Dickinson**‡	60
Saskatchewan	125	1989	7	16	100	Salomon Bros. SG		Toyo Kaneko**‡	20
						Citro Computer**‡		KiIC	80
<b>CANADIAN DOLLARS</b>									
City of Montreal	50	1989	6	17	98½				
Prov. of Quebec	50	1988	6	17	99½	Kreditbank, BBL, Societe Generale	17.320		
<b>D-MARKS</b>						Societe Generale	17.210		
Taenamobank†	50	1994	12	9½	100	West LB	9.875		
Denmark	100	1988	6	10	99½	West LB	10.120		
Denmark	100	1992	10	10½	99½	Deutsche Bank	10.248		
Nippon Sheet Glass	38	1987	5	*	100	Deutsche Bank	*		
EEC‡	200	1994	8½	9½	99½	Bay. Hypobank	9.896		
OKB**‡	100	1987	5	9½	99½		10.007		

\* Not yet priced. † Final terms. \*\* Placement. ↑ Floating rate note. ♀ Minimum. ♂ Convertible. ‡ Registered with U.S. Securities and Exchange Commission. ¶ For first three years. Note: Yields are calculated on A100 basis.

## HYDROCARBONS INTERNATIONAL HOLDING S.A.

Luxembourg

## Swiss Francs 100000000

consisting of

SFr. 30000000

Floating Rate Bonds of 1982 due 1992

with the guarantee of

**Agip** S.p.A.

SODITIC S.A.

BANQUE SCANDINAVE EN SUISSE

Bank Heusser & Cie AG

American Express Bank (Switzerland) AG

Banca di Credito Commerciale e Mobiliare S.A.

Bank Leumi Le-Israel (Schweiz)

Bankers Trust AG

Banque Pariente

Compagnie Luxembourgeoise de la Dresdner Bank AG

— Dresdner Bank International — Succursale de Zurich

## U.S. BONDS

## Wall Street bullish but rally lacks retail buyers

AFTER WEEKS of alarm and despondency, Wall Street finally has reason to open on a more upbeat note today. Not only has it had the weekend to savor the best money supply numbers this year (a sharp \$3bn fall in M1), a more optimistic mood also seemed to be taking root last week as the Federal Reserve continued to pour liquidity into the markets to ease the worst pressures on interest rates.

Some of the more bullish traders even ventured the view that the latest peak in interest rates could be past. Although the prime rate was increased from 16% to 17 per cent last week, and grabbed the headlines, the trend in underlying market rates was broadly downwards.

Shorter-term interest rates declined as much as a percentage point by the time Wall Street had celebrated the fall in M1, which put it much closer to the growth track set by the Fed. The long treasury bend, bethewer of the much-battered long end of the market, traded over par for the first time this year and its yield fell below 14 per cent.

Rates that determine bank cost of funds, and hence the prime rate, such as certificates of deposit also declined, meaning that the prime is unlikely to go higher as seemed likely early last week. Banks are now expected to stay put for a while until the trend becomes clearer.

Fostering the bullish view is the increasing likelihood that economic recovery in the U.S. will come later rather than sooner—probably not till the second half of the year. That should postpone any all-round surge in private sector loan demand. Even President Reagan, an optimist if ever there was one, refused to be pinned down to a date for recovery at last week's press conference, claiming with justice that everyone would proclaim it a calamity if he was wrong.

But last week's rally lacked one key component to make it convincing: retail buying—most of the dealing was done among traders. Wall Street also has a large overhang of unsold paper from the Treasury's Stobin auction earlier this month, which means supply will quickly satisfy any rise in demand.

Taking the longer term view, many people also see whatever rally develops taking the form of last November's—when the market advanced powerfully only to founder in the all-too-familiar quagmire of money supply worries. Treasury deficits and tight money. In retrospect, the November rally was one of the many zigs that have come among the zags, though it enabled some nimble-footed borrowers to leek in relatively well-priced long-term money.

Although President Reagan was at pains last week to patch up his differences with the Fed, and reaffirm his commitment to bringing the deficit down, the basic challenges facing the market have not changed. The White House and the Fed may have called off their public slanging match, but the basic thrust of monetary policy remains at odds with the budget realities. Analysts calculate that while the Treasury's borrowings in the period immediately ahead might fall, its needs over the last three-quarters of this year will amount to a record \$85bn of net new money.

They also warn that next month will be difficult for technical reasons, meaning that the Fed funds rate and the money supply could be exceptionally volatile.

Despite the recession, short-term credit demand remains at unusually high levels, and is confirmed in the recent spike in interest rates. This is due partly to the absence of alternative sources of funds, like the bond market which is moribund, and partly to a high level of "distress" borrowing by companies whose inventory financing costs and internal cash generation have been badly hit by the recession.

**David Lascelles**

U.S. INTEREST RATES (%)		Week to	Week to
		Feb 19	Feb 12
Fed. Funds weekly av.	11.14	11.14	11.14
3-month T-Bills	13.54	14.14	14.14
3-month CO	15.20	15.50	15.50
30-year Tres. bonds	13.25	14.48	14.48
AAA Util. ....	18.38	16.75	16.75
AAA Inv. ....	15.25	18.25	18.25
Source: Salomon Brothers (estimates). In the week to February 10 M1 fell \$3.1bn to a seasonally adjusted			
\$446.3bn.			

This announcement appears as a matter of record only.



## CORPORACION VENEZOLANA DE FOMENTO U.S.\$50,000,000 SHORT TERM LOAN

Managed by

BANCO MERCANTIL Y AGRICOLA C.A.

DG BANK DEUTSCHE GENOSSENSCHAFTSBANK

SAMUEL MONTAGU & CO. LIMITED

BANCO DE VIZCAYA

TORONTO DOMINION BANK

Co-Managed by

BANCA DEL GOTTERDO B E G BANK EUROPÄISCHER GENOSSENSCHAFTSBANKEN

CAISSE NATIONALE DE CRÉDIT AGRICOLE

GENOSSENSCHAFTLICHE ZENTRALBANK AG

Vienna

HESSISCHE LANDESBANK — GIROZENTRALE —

Frankfurt/Main

RABOBANK CURAÇAO N.V.

Provided by

BANCA DEL GOTTERDO

BANCO DE COMERCIO BANCO HERRERO BANCO MERCANTIL Y AGRICOLA C.A.

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BANCO MERCANTIL Y AGRICOLA C.A.

## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## Rumasa gets go-ahead for take-over of Fidecaya

BY ROBERT GRAHAM IN MADRID

SPAIN'S largest private holding company, Rumasa, is to go ahead with a controversial banking deal that involves the take-over of the troubled trust fund, Fidecaya.

The deal has been authorised by the Ministry of Finance in the face of strong opposition from the Ministry of Economy, the Bank of Spain and part of the banking community.

Fidecaya went into receivership last August holding 250,000 customer accounts and deposits of Pta 16bn (\$160m). Trust companies come under the control of the Finance Ministry, which authorised a businessman, Sr Vincente Edmundo Alfaró, to salvage Fidecaya. But the deal failed, and fraud charges are now outstanding.

Because of the Finance Ministry's embarrassment over the failure of its efforts to save Fidecaya, it pushed through a decree guaranteeing the depositors their funds. This created a precedent since under banking law, depositors in a private bank are only guaranteed up to Pta 1.5m.

The Ministry then faced administrative problems in banding over the funds to depositors and in winding up

Fidecaya assets. Some regional savings banks were able to reimburse Pta 9.3bn on behalf of the Treasury. But such methods were not possible in all regions.

Rumasa stepped in last December. In return for handing the return of the remaining Pta 5.7bn to depositors and a further Pta 1bn of debt, the Rumasa group of banks would take on Fidecaya's employees and 300 of its 550 employees. Rumasa would pay

back over 16 years the Pta 15bn owed to the Treasury.

The Spanish monetary authorities object to the deal on the grounds that it allows Rumasa to get round restrictions on bank branch expansion.

At present a number of Rumasa's 18 banks are up against their growth ceiling. The injection of 300 new employees from Fidecaya presumably allows the group to circumvent the restrictions.

## Sales increase at Migros but margins narrow

BY JOHN WICKS IN ZURICH

MIGROS has consolidated its position as Switzerland's biggest retailer by lifting its 1981 turnover by 6.8 per cent to a record Swiss Fr. 8.91bn (\$4.75bn).

Its profit margin, however, fell to 4.45 per cent of sales, the lowest since 1975.

Nevertheless, Migros has increased slightly its market share. Retail sales of its 12 regional co-operatives rose 6.7

per cent in 1981 to Swiss Fr. 7.61bn (\$4.05bn) or about 13.7 per cent of Swiss retail sales, which rose 8.2 per cent last year.

Migros's retail food sales rose about 6.6 per cent to Swiss Fr. 5.17bn (\$2.75bn) with an unchanged market share of about 27 per cent.

Migros, its petrol station chain, increased its sales by 15.3 per cent to Swiss Fr. 596.4m.

## JWT finds "fictitious earnings"

By David Lascelles in New York

JWT Group, parent of the J. Walter Thompson advertising agency, revealed last week that a total of \$24.5m in fictitious earnings had been fed into a computer at one of its subsidiaries.

The non-existent money was entered over a period of three years and nine months, the company said, with \$6.5m of it coming in the final quarter of last year.

The subsidiary, JWT Syndication, sells independently made television programmes to broadcasting stations in return for advertising time. A senior officer at the subsidiary has been suspended.

JWT, the largest advertising organisation in the U.S., said that write-downs following the discovery would reduce its 1981 earnings by between \$2 per cent and 7.5 per cent. The results should be published soon.

• LIONEL CORPORATION, the major New York-based toy manufacturer, has filed for voluntary bankruptcy after efforts to obtain more short-term credit from banks broke down. The proceedings involve the company and its two retail subsidiaries but not a component making subsidiary, Dale Electronics.

## Results at Esselte begin to recover

BY WILLIAM DULLFORCE, NORDIC EDITOR, IN STOCKHOLM

ESSELTE, the Swedish office equipment group which bought Britain's Letraset last year, reports a Skr 20m fall in earnings to Skr 164m (\$28.5m) in the first nine months of fiscal 1982.

The nine-month profit decline is attributed to the deflationary government policies pursued in several of Esselte's most important markets. Sales improved in the third quarter and part of the earnings setback of the first half was recovered.

Esselte's expected to contribute about Skr 15m to gross earnings in the current year after deduction of interest costs incurred in the purchase, and more than Skr 50m in 1982-83.

## Paribas Suisse lifts profit

BY OUR FINANCIAL STAFF

INCREASED PROFITS and a higher dividend are announced by Paribas Suisse, the former Paribas subsidiary now owned by Pargesa, a Swiss holding company.

At the net level, profit has risen by a fifth to Swiss Fr. 45.1m (\$23.3m) from Swiss Fr. 37.4m in 1980. The dividend is going up to Swiss Fr. 13.50 a share from Swiss Fr. 11.50.

Paribas Suisse, whose

balance sheet expanded last year by more than a quarter to Swiss Fr. 4.02bn, was acquired by Pargesa last autumn in a move designed to protect the Swiss company from French bank nationalisation.

Earlier this year a deal was struck between Pargesa and Paribas of France aimed at restoring the links between the French banking and industrial group and its former subsidiary.

Arabia. He is in charge of Citibank's branches and overall activities in Lebanon, Turkey and Jordan, as well as other nearby countries with which the bank does business.

• Mr Howard Smith, president of Newsweek International, has been named a senior vice-president of NEWSWEEK, INC., New York.

• DEBORAH SERVICES has appointed the board of its Norwegian subsidiary, DSL, as its Norwegian subsidiary, Stavanger Corporation, INC., Tulsa. Mr Doherty replaces Mr Walter E. Hall, who retired from the company, and Mr Heerema succeeds his father, Mr Pieter S. Heerema, who died last September. Mr Doherty is executive vice president and chief financial officer of Williams International. Mr Heerema recently joined the Heerema Group after several years with Cibank in Amsterdam.

• Mr Sheridan E. Bege, vice-president, has been appointed CIB BANK's senior officer for the Levant. He has succeeded Mr Timothy M. Kelley, who recently took up a new position with the bank in Africa. Mr Bege, who will be based in Athens, was previously a director of Sandi International, a Greek company that is also chairman and managing director of the DSL Group. Mr David Swales becomes vice-chairman and retains his position as group central contracts executive. Managing director is Mr Martin Haase, and Mr Karl Hueskes has been appointed director and company lawyer. Deputy directors are Mr Peter Clarkin who is also chairman and managing director of the DSL Group, central contracts board, and Mrs Gunilla Hueskes. DSL is one of the UK's largest scaffolding companies.

## INTERNATIONAL APPOINTMENTS



Mr Christofer Almqvist  
deputy of the company's chemical division in Malmö, Sweden, and more recently was managing director of Jina Plast Johnson

Hule AB, one of Sweden's largest producers of plastic catering and packaging items.

• Mr G. J. Hartley has joined ANTONY GIBBS AND SONS as a director in the finance department. Initially he will be seconded to Wardley in Hong Kong. Both Antony Gibbs and Sons and Wardley are wholly-owned subsidiaries of the Hong Kong and Shanghai Banking Corporation.

• Mr Philip J. Doherty and Mr P. H. Heerema have been elected to the board of directors of WILLIAMS INTERNATIONAL GROUP, INC., Tulsa. Mr Doherty replaces Mr Walter E. Hall, who retired from the company, and Mr Heerema succeeds his father, Mr Pieter S. Heerema, who died last September. Mr Doherty is executive vice president and chief financial officer of Williams International. Mr Heerema recently joined the Heerema Group after several years with Cibank in Amsterdam.

• Mr Alan R. Nielsen has been named vice president of strategic planning at PITNEY BOWES, Stamford, Ct. Mr Denis F. Mallard, president of Connecticut Mutual Life Insurance Company, has been elected a director of Pitney Bowes Inc.

• NATOMAS COMPANY, San Francisco, has appointed Mr Barry D. Leskin as named vice president of human resources, a new position. He was director of human resources for Sun Petroleum Products Company.

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## BUILDING AND CIVIL ENGINEERING

### Motorola picks Fairclough

FAIRCLOUGH Project Management has celebrated its first birthday by winning the first stage contract for Motorola's £60m expansion programme at its microchip production plant in East Kilbride, Scotland.

The group's project management division has picked up the contract—involving the design, construction and management of the phase three development—in the face of competition from UK and international project management specialists.

Motorola, the US electronics company, announced the development programme last autumn and the plant will add about 100,000 sq ft of space to its existing 150,000 sq ft semi-conductor plant, which was opened 10 years ago.

The new extension is expected to be complete by mid-1984 and will provide work for about 800 people, in addition to the 1,300 employees already on the complex. The company considered making the second investment in France, West Germany and Japan.

The additional facility will represent one of the most technologically advanced buildings of its type in Europe and will enable production of high-speed micro-processors and memory products.

Orders received to date cover the concept and schematic design phases for a water fabrication facility, support buildings, liquid gas compounds, chemical warehouses and external works on a site next to existing plant. Key factors covering design will be the

#### 'Better value' aggregates federation

FIVE MAJOR construction products suppliers have resigned their memberships of four trade associations in favour of joining the British Construction Materials Industries, which is due to come into existence on April 1.

The breakaway companies, with a collective clout of millions of pounds, include Amey Roadstone Corporation, ECC Quarries, Redland Aggregates, Tarmac Roadstone and Tilcon, which believes that their support of the new BCMI will result in members receiving better value for money and much less dissipation of valuable board members' time.

The Associations feeling the pinch are ACMA (Asphalt and Chopped Macadam Association), BQSF (British Quarrying and Slag Federation), BRMC (British Ready-Mixed Concrete Association) and SAGA (Sand and Gravel Association).

But the asphalt and quarrying

#### Swiss construction figures

THE SWISS construction industry's overall production adjusted fall of roughly five per cent, after a real increase of five per cent in the previous year.

Total construction volume was SwFr 13bn (£3.68bn) in 1981, of which housing construction accounted for SwFr 4.84bn (£1.37bn).

This represented an inflation

low level of acceptable vibration and the special safety requirements for pyrophoric gases.

Phase three will be sufficiently flexible to accept future changes in production techniques and the new services plant and distribution systems will allow future integration of existing buildings to provide a centralised energy centre and distribution network.

Fairclough's success in picking up such a major contract highlights the growing role of project management in the construction industry and the conversion of increasing numbers of traditional contractors to the concept.

According to operations like Project Management International, traditional methods of handling a major construction project are no longer effective and the control of costs, time and quality has become an even greater priority in today's competitive conditions.

Such control, or "continuous watch-dog activity," says PML should be the responsibility of an expert group which has developed procedures to improve the efficiency of the entire construction process—not just design or construction. Senior partner, Derek Hammond claims to offer the largest independent project management company in the UK and for 17 years has been marrying together the various construction skills into one package.

The Hammond team provide a client with an organisation which relieves him of the day-to-day responsibility for a major project while at the same time guaranteeing accurate information on all stages of the work.

The total service can start with property advice, incorporating general planning assistance, negotiations with authorities and preparation of feasibility studies.

Co-ordinating the project takes in guidance on the selection of all members of the professional team, the type of contract and overall timescale involved, together with arrangement of finance and long-term strategy for the job. Financial control concerns all necessary reporting documentation to members of the professional team and the client, followed by stage-to-stage indications of the actual progress measured against the original plan.

On site, PML co-ordinates all aspects of the construction process and gives an effective link between the client, the design team and the contractor.

Finally, the group will take

on responsibility for commissioning, testing and co-ordinating the handover of a completed building as a whole, or in parts. Staff training, preparation of hand-over documents and the negotiation of maintenance contracts can also be organised.

PML is "watchdogging" more than 50 projects at the moment, a third of them overseas, including Nigeria and California. The group has bases in the Middle East and Geneva but at home operates from a restored Queen Anne house at Harmondsworth, West Drayton, Middlesex.

### Gibraltar link proposals

CONTRACTS for a preliminary feasibility study and a design contract for a fixed link to join Europe and Africa at the Strait of Gibraltar have been placed with British consulting engineers and with an international consortium representing French, Spanish and Moroccan interests.

The contracts awarded in Morocco are part of a series of studies investigating the feasibility of a link to join Spain with Morocco. It has been estimated that the cost of the project could be at least \$1.25bn (£269m).

• A Dirhams 1m (£100,000) contract has been awarded to Freeman, Fox and Partners of London to provide designs for a possible bridge linking the countries. This will involve the identification of possible locations for a suspension bridge.

• At the same time an international consortium has been awarded a Dirhams 2m (£200,000) contract for an

economics feasibility study and a study of alternatives for the link—including a bored tunnel, submerged tube, pontoon bridge or causeway. About six international consortia are understood to have bid for the contract.

The consortium comprises two French companies, the Paris-based Société d'Etudes Techniques et Economiques (SETEC) and the Grenoble-based Société Grenobloise Etudes Aquatiques (SOGREAH) as well as a Spanish and a Moroccan company. The contract for a feasibility study was awarded by the Rabat-based Société Nationale d'Etudes pour le Développement.

A further study, this time for a rail-only tunnel, is being carried out by the Madrid-based Sociedad Estudios y Comunicaciones del Estrecho de Gibraltar.

ALAN ELLIS

### INTERNATIONAL CONTRACTS

TWO JAPANESE construction companies have been given a \$13m ringgit (£7.5m) contract to build Malaysia's international commodities exchange building in Kuala Lumpur.

The contract was signed between the Government-owned Urban Development Authority, and TAKENAKA KOMUTEN and KUMAGAI GUMI construction companies.

The Japanese won the contract, even though their price was £1m higher than a local contractor because of their superior building techniques, which UDA officials hope to pick up.

The building, comprising a five-storey podium block and a 33-storey tower block, is to be ready within 26 months, and will have a gross area of 18m sq ft.

The whole international commodities exchange building, including land, piling and building is expected to cost 500m ringgit (£116.8m).

Recently, UDA entered into a partnership with the Kukuh Brothers, a leading Malaysian Chinese group, to develop an area in the Kuala Lumpur "Golden Triangle" area for an international hotel, office and residential block costing close to 700m ringgit (£163.3m).

#### JAPAN DEVELOPMENT AND CONSTRUCTION COMPANY (JDC) and HAZAMA-GUMI will construct the building under a new joint venture company, JDC/Hazama-Gumi.

The building, to be erected on a 4,568 square metre site in Batery Road, will house the APE PIPELINING SERVICES.

Chartered Bank's Singapore headquarters. Chartered Bank chief manager, Mr C. W. G. Endacott, said the cost of the whole project was over \$510m (£38.4m) and when completed in early 1984, it will be the largest building within the Chartered Bank organisation worldwide.

THE CHARTERED BANK has awarded a \$811.5m (£59.4m)

contract to two Japanese construction companies to build its 42-storey building in Singapore.

#### UK CONTRACTS OVERSEAS

MARINE DÉVELOPPEMENT of Glasgow has secured a contract worth £4.5m (£2.3m) to build a roll-on/roll-off terminal for the Port of Darwin in Australia.

The ship-to-share bridge, using the company's Linkspan patent, will be 85 metres long and will be fabricated in Singapore.

A commercial development involving the fitting out of five new linked buildings at Wapping Court, Cannon Street, London EC4, is also under way for Midland Bank under a management fee contract valued at around £1m. At 26 Austin Friars, London EC2, Lelliot

Lelliot's special works division has won three London refurbishments: at 99, Bishopsgate, London EC2, the 17th-18th floor for Banco Real, value £350,000; a £227,000 contract for the external and internal refurbishment of 72-74, Brewer Street, London W1; and refurbishment of three floors of shops and offices at 11-13, Gees Court, London W1, value £155,000.

LETTERS OF INTENT FOR £200,000 WORTH OF CEMENT-MORTAR PIPELINING FOR THE SEA-WATER COOLING INJAC FOR THE 500 MW EXTENSION TO THE BOMBAY THERMAL GENERATING STATION, JUST OUTSIDE BOMBAY IN INDIA, HAVE BEEN RECEIVED BY APE PIPELINING SERVICES.

AT IVYBRIDGE HOUSE, Adam Street, London, WC2, John Lelliot has commenced a £2m contract for Clerical, Medical and General Life Assured Society. The nine-storey building, which undergoes external alterations and repairs and internal refurbishment.

A COMMERCIAL DEVELOPMENT INVOLVING THE FITTING OUT OF FIVE NEW LINKED BUILDINGS AT WAPPING COURT, CANNON STREET, LONDON EC4, IS ALSO UNDER WAY FOR MIDLAND BANK UNDER A MANAGEMENT FEE CONTRACT VALUED AT AROUND £1M. AT 26 AUSTIN FRIARS, LONDON EC2, LELLIOU'S SPECIAL WORKS DIVISION HAS WON THREE LONDON REFURBISHMENTS: AT 99, BISHOPSGATE, LONDON EC2, THE 17TH-18TH FLOOR FOR BANCO REAL, VALUE £350,000; A £227,000 CONTRACT FOR THE EXTERNAL AND INTERNAL REFURBISHMENT OF 72-74, BREWER STREET, LONDON W1; AND REFURBISHMENT OF THREE FLOORS OF SHOPS AND OFFICES AT 11-13, GEES COURT, LONDON W1, VALUE £155,000.

INDUSTRIAL AND OFFICE DEVELOPMENT WORK JUST WON BY CREDAUCE CONSTRUCTION TOTALS MORE THAN £5.2M WORTH AND

### HVCA not satisfied with Bournemouth answer

THE HEATING and Ventilating Contractors' Association says it is not satisfied with the reasons given by the Borough of Bournemouth to justify the award of a £2.4m contract to the subsidiary of a Dutch company for building services for the town's West Cliff Centre without inviting competitive tenders from British contractors.

Association members and some local ratepayers felt concerned about the circumstances leading up to the placing of the contract, which the HVCA claims is contrary to the requirements of EEC Directive 71/305.

A further study, this time for a rail-only tunnel, is being carried out by the Madrid-based Sociedad Estudios y Comunicaciones del Estrecho de Gibraltar.

ALAN ELLIS

the entire new complex, and said that the sole UK agent (ADEC) would have to undertake the supply and installation of the equipment.

The Association does not accept that the 50-50-year track record of several local members could not stand up to competition from the Dutch-owned company and asks why—if the proposed Gizon system was considered superior to British equivalents—had no one connected with the project been able so far to identify its advantages publicly?

One of the highlights of the HVCA's list of "unusual circumstances" leading up to the placing of the award concerns an advance cash payment to ADEC of £1.365m.

Local secretary, Tony Ventrella, claims this is "unheard of." "Why was this money paid up front to a foreign-owned company when home-based contractors often have difficulty in getting paid by local authorities for work already completed?"

Mr Ventrella also asks: "If

he had not received the letter he would comment on the Association's queries as soon as he was able to do so."

JUSTIFIED in exchange for a fixed price, will the borough undertake to make similar advance payments on all future fixed-price contracts involving HVCA members?"

He has already asked the Secretary of State for the Environment to look into Bournemouth Borough's handling of the tender procedure and has been told by Mr Ventrella's office to refer the circumstances to Bournemouth's District Auditor.

While awaiting a reply from the latter, Mr Ventrella has sent a letter to Mr Neil Lomas, the borough's chief executive and town clerk, in which the HVCA asks ten specific questions designed to clarify the affair.

Mr Lomas told the FT that he had not received the letter but would comment on the Association's queries as soon as he was able to do so.

DEBORAH PICKERING

involves a scheme at Gunnells Wood Road, Stevenage, where a former Bowater factory is to be divided into two for Stevenage Securities (part of the Wentlebury Project Management Group).

The company will also construct a factory/warehouse which will provide 16 nursery units. Funders for the scheme are the Universities Superannuation Scheme, agents Jones Lang Wootton, and architect Adamson Dines Associates.

J. L. DEVELOPMENT SERVICES (member of John Laing) is undertaking a £1.4m development as project manager for a new Co-op supermarket at Christchurch, Dorset, on behalf of Co-operative Retail Services.

THE £2.64M Ampthill-Maudlin bypass in Bedfordshire has been awarded to ROADWORKS (1982) the civil engineering division of East Anglian contractor Jackson Group.



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It retains this effectiveness whatever the weather, having been tested by independent research under every climatic extreme the British Isles can offer.

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tion is very simple and economical to install. As well as saving you money on energy, it can qualify you for valuable tax advantages.

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## CONTRACTS AND TENDERS

# COAL EXPORT TERMINAL: A REQUEST FOR LETTERS OF INTEREST FROM DEVELOPERS.

New York City's proposed coal export terminal at Stapleton, Staten Island makes good economic sense. In fact, we believe the project's success will be virtually guaranteed by the economic advantages which the Port of New York offers.

- Deepest draft channel on the East or Gulf Coast—68' allowing ship sizes up to 260,000 DWTs.
- Cheapest dredging costs on East or Gulf Coast—\$150 million to deepen to 68' and minimal maintenance charges.
- Shortest sailing time to Europe over major East and Gulf Coast coal ports: 1-4 days saved.
- Direct access from U.S. coal fields in Pennsylvania, Ohio, Kentucky, and West Virginia via Conrail and/or CSX.

The City has already determined the general design of the project, which features a coarse-coal slurry pipeline system designed to move the coal across Staten Island. The entire system including the slurry pipeline, coal storage, rail terminal and loading pier will cost an estimated \$150 million and have a capacity of 20 million tons of coal per year. We intend to open the terminal by early 1986. The City has already contracted with engineering, environmental and urban design consultants. We are now seeking private development groups willing to build, finance and operate the facility.

The City requests Letters of Interest now from all potential developers and users. Each Letter of Interest should include: latest annual reports; a complete description of the firm and its subsidiaries; a discussion of the firm's strength in coal, rail, shipping, construction or finance; and what role the company would take in terminal development, operation and/or use. Companies may submit Letters of Interest individually or as joint ventures. Each participant in a joint venture must provide all of the items listed above.

Letters of Interest should reach the Department of Ports and Terminals no later than April 2, 1982. All respondents will be kept informed of the project's progress. Depending on the extent and type of response, the City may issue a formal Request for Proposals to qualified developers who have submitted the Letters of Interest.

Any firm having questions about the format of the Letter of Interest or wishing further information may contact the Department of Ports and Terminals of the City of New York.

Walter Armstrong, Project Director, New York City Department of Ports and Terminals, Battery Maritime Building, New York, New York 10004 (212) 248-8016

### INTERNATIONAL TENDER FOR THE PURCHASE OF ROAD CONSTRUCTION EQUIPMENT

#### INVITATION NO. T-09/74

The provisional Military Government of Socialist Ethiopia, Ethiopian Transport Construction Authority announces the release of an international tender for the purchase of Road Construction and Transport Equipment. The Government has received a credit from the International Development Association toward the cost of the Addis Awash Overlay Project and intends to apply the proceeds of this credit to eligible payments under the contracts for which this invitation to Bid is issued. Interested Suppliers from member countries of the World Bank, Switzerland and Taiwan are invited to collect Bid documents during office hours from the Procurement Office, Room 106, of the Ethiopian Transport Construction Authority against payment of Birr 20.00 for each set of documents.

Bids will be opened in public in the Conference Room, 4th floor of the Ethiopian Transport Construction Authority headquarters building on April 1, 1982, 10.00 hours Addis Ababa time. The Authority reserves the right to reject any or all bids that are not in conformity with all conditions and specifications mentioned in the Bid Documents.

The final date for delivery and erection of all equipment is November 30, 1982.

### INTERNATIONAL BIDDING

Under the terms of a World Bank loan, the Port of Bar Working Organization (PBWO), Bar, Yugoslavia, invites bids for manufacture, delivery and erection of general and bulk cargo handling equipment comprising:

- I For handling ores and coal, conveyor and control systems, reclaimar and stacker units, and railway wagon loader.
- II General cargo-handling equipment consisting of two cranes of 20 t capacity each, and
- III Equipment for general maintenance workshop.

The final date for delivery and erection of all equipment is November 30, 1982.

Interested bidders may obtain the bidding documents from the PBWO at 181350 Bar, against payment of dinars 10,000 to the account no. 201-301-1463 for Yugoslav bidders, or US dollars 350 to the account no. 20100-420-37-25730-421/25 for foreign bidders, at the Investments Banks - Udzresitski Banks - Titograd, with indication RO Luka Bar - KZ "Izgradnja".

The closing date for submission is 10.00 hours on April 30, 1982. Public opening of bids will take place on the same date at 11.00 hours at PBWO's office.

Bidders only from the IIRD member countries, Switzerland and Taiwan are invited to participate in this International Competitive Bidding.

### ETHIOPIAN TRANSPORT CONSTRUCTION AUTHORITY

## Tender for the supply of spare parts for Land Rovers, Series III

The Crown Agents will shortly be calling for worldwide tenders on behalf of the Kenya Ministry of Transport and Communications for the supply of various items of spare parts for Land Rovers Series III.

Tender documents will be returnable to the Crown Agents in London, where they will be opened publicly on a date to be advised.

Should you wish to receive a set of tender documents, please apply in writing to the Crown Agents, 4 Millbank, Westminster, London SW1P 3JD, England, quoting reference BB4C/KENTRANSWB 2/013886.

Tenders will be allowed to offer any or all of the spares, detailed in the tender documents, although individual orders of less than £5000 are unlikely to be placed.

## CONTRACTS AND TENDERS ADVERTISING

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### FROM THE GENERAL DIRECTORATE OF TURKISH STATE RAILWAYS (TCDD)

Sealed bids are invited to an international competitive bidding for the supply and installation of complete signalling systems required by our administration for the (577 km) Iskenderun-Divrigi railway line. The foreign payments of this project will be financed through the Saudi Fund for Development Loan.

The bidders considering to participate in this bidding should note the following points:

1. Only the bidders who are not within the scope of the boycott resolutions of the Kingdom of Saudi Arabia and the League of Arab States may participate in this bidding.
2. The related bidding specifications are prepared in Turkish and in English and may be purchased from our Central Cash Office, Ankara at a cost of TL30,000 or the equivalent foreign currency.
3. The sealed bids must reach or personally be submitted to the address of TCDD Isletmesi Genel Mudurlugu "Ozel Satinname Komisyonu" Malzeme Dairesi Basakanligi, Gar-Ankara, Turkey, not later than 15.00 hours on Tuesday 7th September 1982. The bids reached after this date and delays in mail will not be taken into consideration.
4. The bids must be submitted in three copies in Turkish or in English and the bid envelopes must be addressed to TCDD Isletmesi Genel Mudurlugu, "Ozel Satinname Komisyonu" Malzeme Dairesi Basakanligi, Gar-Ankara, Turkey, and shall bear the subject title "Sudi Arabistan Kalkinma Fonu Kredisli/Iskenderun-Divrigi Demiryolu Hatti Sinyali-Zasyon Teslisi Teklidifidir."
5. The bidders will also submit a bid bond at the rate of 2.5% of the total value together with their bids.
6. TCDD reserves the right of making modification in the bidding specifications prior to the bid deadline.
7. TCDD is completely free to withhold or to make the award in full or in part to any bidder of its free choice.

### INTERNATIONAL TENDER FOR THE PURCHASE OF ROAD CONSTRUCTION EQUIPMENT

#### INVITATION NO. T-09/74

The provisional Military Government of Socialist Ethiopia, Ethiopian Transport Construction Authority announces the release of an international tender for the purchase of Road Construction and Transport Equipment. The Government has received a credit from the International Development Association toward the cost of the Addis Awash Overlay Project and intends to apply the proceeds of this credit to eligible payments under the contracts for which this invitation to Bid is issued. Interested Suppliers from member countries of the World Bank, Switzerland and Taiwan are invited to collect Bid documents during office hours from the Procurement Office, Room 106, of the Ethiopian Transport Construction Authority against payment of Birr 20.00 for each set of documents.

Bids will be opened in public in the Conference Room, 4th floor of the Ethiopian Transport Construction Authority headquarters building on April 1, 1982, 10.00 hours Addis Ababa time. The Authority reserves the right to reject any or all bids that are not in conformity with all conditions and specifications mentioned in the Bid Documents.

### ETHIOPIAN TRANSPORT CONSTRUCTION AUTHORITY

### THEATRES

**VICTORIA PALACE THEATRE**, Opened March 1910. **ELSTREE STUDIO THEATRE**, THE LITTLE FOXES BY LILLIAN HELLFELD, Directed by Peter Hall. Tel. 01-838 1317. Box office 01-838 4735. Credit cards accepted. Group sales 379 5061.

**WHITEHORN'S CINEMA BOX OFFICE**, THE GREAT ROYAL SHAKESPEARE COMPANY, Directed by Alan Alda. Tel. 01-838 1301. Next week: THIS MAID'S TRAGEDY.

**WESTMINSTER THEATRE**, 834 0288. Box office 01-277 5415. Seats 2,150. Seats 2,150. Mystery Thriller AN INSPECTOR CALLS.

**WHITEHORN'S**, Box off. Tel. 01-838 5976. 9,000 seats. Tel. 01-838 5976. Whitewhorns latest farce ANYONE FOR A SIXPENCE. Directed by GREGORY PECK. Tel. 01-838 5976. OMEGA CLOTHING. Tel. 01-838 5976. Tel. 01-838 5976. Tel. 01-838 5976.

**WINDHAM'S**, 6 836 3024, CC 579 6565. Group reductions 836 3062. COLIN THOMAS IN THE WIZARD OF OZ. Directed by ARTHUR MILLER'S ALL MY SONS. Directed by MICHAEL BIERKORN. Tel. 01-838 5976. Tel. 01-838 5976. Wed mat. 2.30pm.

**YOUNG VIC** (Waterloo), 328 5625. MASQUERADE in Waterloo.

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